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FY 2011–2015 Multi-Year Strategy

U.S. Government Document

The Feed the Future (FTF) Multi-Year Strategies outline the five-year strategic planning for the U.S. Government's global hunger and food security initiative. These documents represent coordinated, whole-of-government approaches to address food security that align in support of partner country priorities. The strategies reflect analysis and strategic choices made at the time of writing and while interagency teams have formally approved these documents, they may be modified as appropriate.

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Table of Contents

ABBREVIATIONS AND ACRONYMS.....	3
1. INTRODUCTION	5
2. DEVELOPMENT CHALLENGES AND OPPORTUNITIES	5
2.1. INTERVENTIONS WITH GREATEST POTENTIAL IMPACT.....	7
2.2. USG’S ADDED VALUE VIS-À-VIS OTHER DONORS AND INSTITUTIONS.....	8
2.3. CROSS-CUTTING ISSUES.....	11
2.3.1. Gender	11
2.3.2. Climate Change and Natural Resources Management.....	14
2.4. PRELIMINARY BENEFICIARY ANALYSIS.....	15
2.5. LEVERAGING OF, AND COORDINATION WITH, THE EFFORTS OF PARTNERS.....	17
2.6. REGIONAL AND TRANSNATIONAL DIMENSIONS OF KEY FOOD SECURITY ISSUES	18
3. OBJECTIVES, PROGRAM STRUCTURE, AND IMPLEMENTATION.....	19
3.1. INCREASED COMPETITIVENESS OF MAJOR FOOD VALUE CHAINS (INTERMEDIATE RESULT 1).....	22
3.2. IMPROVED RESILIENCE OF VULNERABLE COMMUNITIES AND HOUSEHOLDS AND REDUCTION OF UNDERNUTRITION (INTERMEDIATE RESULT 2).....	23
3.3. IMPROVED NUTRITIONAL STATUS OF WOMEN AND CHILDREN (INTERMEDIATE RESULT 3).....	24
3.4. AGGREGATE IMPACT OF THE OVERALL STRATEGY	24
4. CORE INVESTMENT AREAS	25
4.1. AGRICULTURE PROGRAMS.....	26
4.1.1. Improving the Enabling Environment for Private Sector Investment.....	28
4.1.2. High Impact Value Chain Activities and Investment.....	31
4.2. AGRICULTURE AND NUTRITION PROGRAMS	34
4.3. NUTRITION PROGRAM.....	37
5. WHOLE-OF-GOVERNMENT COORDINATION	40
6. MONITORING AND EVALUATION.....	40
7. FINANCIAL PLANNING	41
8. ANNEXES.....	43
ANNEX A. GEOGRAPHIC FOCUS OF FEED THE FUTURE GHANA	43
ANNEX B. CROSSWALK BETWEEN GOG CIP RESULTS FRAMEWORK AND GHANA FTF RESULTS FRAMEWORK.....	44
ANNEX C. DETAILED USG GHANA FTF RESULTS FRAMEWORK.....	45
ANNEX D. EMBEDDING NUTRITION INTO VALUE CHAIN ACTIVITIES	46
ANNEX E. PROPOSED GHANA FEED THE FUTURE INDICATORS.....	48
ANNEX F. DETAILED GENDER ANALYSIS FOR FEED THE FUTURE STRATEGY	51
ANNEX G. REPRESENTATIVE BIBLIOGRAPHY.....	56

ABBREVIATIONS AND ACRONYMS

ACMAD	African Centre of Meteorological Applications for Development
ADVANCE	Agriculture Development and Value Chain Enhancement
AgCLIR	Agriculture-Commercial Legal and Institutional Reform
AgSWAP	Agriculture Sector-wide Approach
AFD	Agence Française de Développement
ASWG	Agriculture Sector Working Group
ATP	Agribusiness Trade Project
BUSAC	Business Sector Advocacy Challenge
CAADP	Comprehensive Africa Agriculture Development Program
CIDA	Canadian International Development Agency
CIP	Country Investment Plan
CMAM	Community-based Management of Acute Malnutrition
CSIR	Council for Scientific & Industrial Research
CRI	Crop Research Institute
CRSP	Collaborative Research Support Program
DANIDA	Danish International Development Agency
DFID	UK Department for International Development
DP	Development Partners
ECOWAP	Regional Agricultural Policy for West Africa
ECOWAS	Economic Community of West African States
ENAM	Enhancing Child Nutrition through Animal Source Food Management
EG	Economic Growth
FANTA	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization
FASDEP	Food & Agriculture Sector Development Policy
FBO	Farmer Based Organization
GFSR	Global Food Security Response
GHFSI	Global Hunger and Food Security Initiative
GIMPA	Ghana Institute for Management and Policy Analysis
GLSS	Ghana Living Standards Survey
GOG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GPRS II	Growth and Poverty Reduction Strategy II
GPS	Ghana Partnership Strategy
GSS	Ghana Statistical Service
GSSP	Ghana Strategy Support Program
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
Ha	Hectare
ICFG	Integrated Coastal and Fisheries Governance
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IEHA	Initiative to End Hunger in Africa
IFPRI	International Food Policy Research Institute
IITA	International Institute of Tropical Agriculture
IR	Intermediate Result
ISSER	Institute of Statistical Social and Economic Research
IYCF	Infant and Youth Child Feeding
JICA	Japan International Cooperation Agency
LEAP	Livelihood Empowerment Against Poverty

MCC	Millennium Challenge Corporation
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goals
METASIP	Medium Term Agriculture Sector Investment Plan
MiDA	Millennium Development Authority
MOFA	Ministry of Food and Agriculture
MOFEP	Ministry of Finance and Economic Planning
MOTI	Ministry of Trade and Industry
NDI	Northern Development Initiative
NDPC	National Development Planning Commission
NRM	Natural Resources Management
PAPA	Participating Agency Program Agreement
PASA	Participating Agency Service Agreement
PMI	President's Malaria Initiative
PPP	Public-Private-Partnership
PPMED	Policy Planning and Monitoring and Evaluation Directorate
PPVA	Participatory Poverty and Vulnerability Assessment
PSIA	Poverty and Social Impact Analysis
R&D	Research and Development
SAKSS	Strategic Analysis and Knowledge Support System
SWAp	Sector-wide approach
UNICEF	United Nations Children's Fund
WIAD	Women in Agriculture Development

I. INTRODUCTION

Ghana's GDP has been growing at between 4–8 percent/year over the past decade, and continued robust performance is expected over the coming years, especially as offshore oil production comes online in 2011.

In the West Africa region, Ghana is a key country targeted for focus and implementation in Feed the Future (FTF), the U.S. Government's Global Hunger and Global Food Security Initiative. The goals of Feed the Future are to address causes of hunger that limit the potential of millions of people, and establish a lasting foundation for change by aligning U.S. Government (USG) resources with country-owned processes and sustained, multi-stakeholder partnerships.

In Ghana, the goal of a substantial increase in key staple food production and intra-regional staple food exports will require concentrating actions and resources to rapidly increase staple food supply and develop an enabling environment for intra-regional trade. Promoting sustainable food security is a prominent objective in Ghana's own national development agenda. The government's policy statements recognize that notwithstanding two decades of sustained economic growth, nearly two million people remain vulnerable to food insecurity, including micronutrient deficiency. Increasing staple food supplies must be coupled with access to safe and diverse sources of nutrition, including micronutrients such as iron and Vitamin A.

2. DEVELOPMENT CHALLENGES AND OPPORTUNITIES

Impressive growth and record poverty reduction over the past twenty years have made Ghana an African success story. Gender inequalities in Ghana, as measured by the Global Economic Forum's Global Gender Gap Index, are ranked at 70, close to the midpoint of the 134 countries included. Ghana has one of the lowest levels of gender inequality in West Africa and is on an upward trend, from a position of 80 in 2009. Agricultural growth has played an important role in this impressive development and broad agreement exists among policy makers and researchers that the sector will have to continue to play an important role in Ghana's future development. Analysis of the recent past yields a potential average annual total GDP growth rate of 4.9 percent between 2006 and 2015. This growth performance is anticipated to be sufficient to reach the Millennium Development Goal (MDG) 1 of halving rural poverty well before 2015. Ghana is now classified as a middle-income country as a result of recently re-basing its GDP, although this did not cause any change in people's lives. There is a risk that poverty in northern Ghana will remain high and the income gap between the North and the rest of Ghana will further widen especially if oil production grows as expected. Ghana is well-placed internationally in fostering economic opportunities for women at a rank of 15 out of 134, but lags behind in the educational attainment (111) and health statistics (103) – the fundamental conditions that support sustainable economic growth.¹ Thus, despite the sound agricultural performance of the past five years, sustaining and accelerating broad-based growth remains a challenge.

Agriculture contributes close to 30 percent of GDP. It is the largest source of employment for Ghanaians, employing more than half of the total labor force, roughly 49 percent of men and 51 percent of women. Eighty percent of agriculture is conducted by smallholder farmers with an average of 1.2 hectares who produce food and cash crops. The sector has been a major driver of poverty reduction, especially in the southern part of Ghana. The sector dominates the lives of

¹ Haussman, R., et al. *The Global Gender Gap Report 2010*. Geneva, Switzerland: World Economic Forum. 2010.

people as the main activity of rural households and will continue to be an important and large sector over the coming decade. Despite an overall reduction in poverty rate from 52 percent to 28 percent over the past 10 years, the northern part of the country has poverty rates nearly twice that of the south. Further, while food secure in most staples, Ghana has a significant deficit of nearly 70 percent of its rice needs and 15 percent of its maize needs. Consumption of both crops is predicted to escalate with the rise in incomes and a 3.5 percent urban growth rate. On-farm storage losses in these commodities range from 30–50 percent; reducing this pre- and post-harvest loss will be critical to increasing food security. Additionally, farmers and agribusinesses face capital constraints when attempting to launch, expand, or commercialize agricultural ventures. Less than 5 percent of commercial lending in Ghana goes to the agriculture sector, despite strong demand for finance.

While Ghana has made progress in decreasing the prevalence of underweight children under five (from 25 percent in 1998 to 14 percent in 2008), major child health challenges remain. Nearly one third of children nationwide are stunted and 78 percent are anemic. Moreover, national averages for child health and nutrition mask substantial disparities within the country. The northern regions (Upper East, Upper West, and Northern) have greater rates of underweight and wasting, which are linked closely to food insecurity. Chronic malnutrition in these regions is linked to household poverty levels, disease burden (malaria, HIV/AIDS, intestinal worms, diarrheal diseases) inadequate sanitation facilities, and infant and young child feeding practices.

Over the last decade, progress has been made in the use of optimal breastfeeding behaviors, but not in complementary feeding of children 6–23 months, which represents an extremely critical period for growth and development. Less than half of children 6–23 months receive foods from four or more food groups and just half are fed the minimum meal frequency. Poor complementary feeding practices, illness and micronutrient deficiency are leading contributors to childhood morbidity and mortality. The most severe micronutrient deficiency among Ghanaian mothers and children is iron deficiency. When combined with a high malaria burden, the result is an alarming prevalence of anemia among young children – 78 percent among children under five. Anemia in children negatively impacts mental and physical development.

To address these challenges, the USG, through USAID/Ghana, will capitalize on its strong track record in working with the Government of Ghana (GOG), multilaterals, the business sector and key civil society institutions to help put in place the processes to leverage public and private investment. These investments are critical to ensure a more rapid agricultural development resulting from greater productivity, reduced pre- and post-harvest loss, greater market access, and improved nutritional status of the population – all in order to have the greatest impact on reducing prevailing high levels of poverty in parts of Ghana. Agriculture is still the bedrock of the Ghanaian economy. By modernizing and transforming the agricultural sector, Ghana can live up to its role as a major provider of food stuffs to ensure food security within and beyond its own borders and into the whole West African region.

The strategy (see Annex A for a snapshot) is designed to take advantage of a constellation of unprecedented opportunities in Ghana – including a sustained period of peace, democracy, and economic stability; a strong political commitment; a common purpose among government, civil society, and donor partners; and serious private sector desire and interest to invest – coupled with widespread agreement on a combination of agricultural interventions that will make a significant difference.

Planned interventions revolve include raising domestic production to meet a substantial and growing demand for Ghana's only major staple crop with a large deficit currently met by imports (rice); increasing the production and reducing pre-and post-harvest losses of maize, the other major food

crop grown by a large majority of poor farmers everywhere; improving management of the greatest source of protein (fisheries); and launching a concerted effort to improve the nutritional status of the undernourished segment of the population – women and young children.

The USG will ensure that the FTF program in Ghana supports and engages Ghanaian public and private leadership to achieve the government's vision and its objectives of increased agricultural growth, expanded staple food supplies, and wider access to a variety of nutrients. That vision is articulated by the GOG's commitment "to lead Ghana into the status of a middle-income economy that registers in the lives, livelihoods and incomes of ordinary people by the year 2020. This shall be accomplished by the adoption of prudent policies defined by ordinary people, better policy co-ordination and better management of the national economy." The GOG states that "modernizing agriculture and the rural economy" will be one of the main drivers to achieve this national goal. Importantly, the government's manifesto emphasizes the need for people-centered and gender-responsive strategies, highlighting the "appreciation for the special role of fishermen and farmers, especially women, as the main producers, processors and market[ers] of fish and food even though they have limited access to resources such as land, water, credit, inputs and training." The GOG states its interest in "removing all obstacles to increase their production and processing capacity and their role in promoting increased food security."

2.1. INTERVENTIONS WITH GREATEST POTENTIAL IMPACT

Based on the recommendations from evidence-based investigation of alternative development approaches, much of the Mission's strategy under the FTF will be to build on its long-standing involvement in agriculture and concentrate on commercializing staple crop systems, given their large share in the sector. Evidence shows that these crops will continue to be the most important driver of agricultural growth, especially in northern Ghana where there is a greater incidence of poverty. The approach will focus on closing the yield gaps and reducing pre- and post-harvest losses of the country's major staple crops, improving the efficiency of their value chains, and strengthening the regulatory system and policy frameworks to support regional trade. In addition, emphasis will be placed on improved management of coastal resources such as marine fisheries, as well as the land based natural resources along the Western Coast. Given Ghana's high interest rates, which can undermine the commercial viability of staple crop production, processing, warehousing, and transportation, attention will also be given to promoting to commercial finance on favorable terms. This is especially important for farmers and agribusinesses operating in the under banked North of the country.

With increased crop yields and reasonable growth in the livestock, fishery and forestry sectors, Ghana will be able to reach the Comprehensive Africa Agriculture Development Program (CAADP) goal of 6 percent annual agricultural growth. Increased productivity rather than land expansion has to be the main source of agricultural growth, which can also contribute to livestock production and more grain trade. Closing yield gaps will also require substantial investments in rural infrastructure (such as storage facilities, roads and irrigation), marketing, extension, processing and agricultural research and development (R&D) including the use of improved seed varieties. However, achieving CAADP growth levels alone will not be sufficient to reduce the regional gap (within Ghana) or substantially reduce poverty in the lagging North. Implementing policies and interventions under the CAADP framework should be integrated with targeted interventions that comprehensively address the underlying cause of hunger in northern Ghana and reduce deep levels of poverty for other groups.

Improving food availability, access, and utilization are all necessary for attaining positive nutritional outcomes. Plant and animal health as well as food safety services and systems are all factors affecting

nutritional outcomes as well as ensuring that any surplus production can be marketed. Within staple crop value chains, production, storage/handling, and use of these foods must be promoted. When these programs are targeted toward women and coupled with health and nutrition education, food utilization and care practices can be significantly improved. Effective agricultural approaches for improved nutritional outcomes include providing access to a wide variety of safe food sources; coordinated and comprehensive support to enhance the full range of men's and women's assets including nutrition and food safety education (human capital); equitable participatory processes (social capital) and access to credit, training, education, and other resources to enable most vulnerable populations to "step up" (financial); improved and sustainable agricultural practices (natural); and investments in physical capital such as tools, land, and other agricultural inputs. Building the capacity of agricultural extension workers and community health promoters to combine their efforts to teach improved nutrition, pre- and post-harvest loss reduction techniques, food safety strategies, and household budgeting practices will enhance impact, especially if oriented to both men and women. There will also be activities to expand the development and operation of value chains that will facilitate the availability, accessibility, and consumption of more diverse quality foods will also contribute to strengthening vulnerable households.

While integrated efforts to improve food security and nutrition behaviors for vulnerable households are expected to have a significant immediate impact in targeted geographic areas, interventions within the health sector aimed at changing behavior and improving services are also required throughout the country. Given the decrease in prevalence of underweight children, significant levels of chronic undernutrition, and child anemia among children, the emphasis will be on preventing undernutrition. Communication, advocacy, and training efforts over the past fifteen years contributed to dramatic increases in exclusive breastfeeding. Similar intensive efforts are needed now for improving complementary feeding. USAID's existing investment in "behavior change communication" programs enable it to leverage other health resources to develop and launch a national Infant and Young Child Feeding (IYCF) campaign to increase the prevalence of minimum acceptable diet among children 6–23 months. USAID/Ghana works closely with the Ghana Health Service to improve the quality of services and management capacity of the health sector. These programs provide excellent platforms from which to address maternal and child anemia.

2.2. USG'S ADDED VALUE VIS-À-VIS OTHER DONORS AND INSTITUTIONS

What other donors are doing in Ghana related to food security has been mapped and the USG's role (through USAID) has been identified in this context.

As many donors are engaging in value chain work, it is important that the USG continue to play a leading role in the Agriculture Sector Working Group (ASWG) to avoid program overlap, learn from best practice, and find synergies with other donors. Our proposed programs will assist the Government of Ghana only so far in achieving its agriculture goals outlined in the 2011–2015 Medium Term Agricultural Strategic Implementation Plan (METASIP). USAID cannot and other U.S. Government agencies should not take on the entire burden of supporting METASIP—with at least fourteen other donors, we may take a leadership role, but we need to work closely with the other donors to ensure that their funds are all driving towards aligned outcomes. Having the flexibility to explore donor and private sector partnerships, the Donor Trust Fund, and sector-wide approaches (SWAPs) are important to provide the needed scale and support for significant change.

Most bilateral donors have smaller funding levels than USAID and the World Bank. However, their combined funding and influence could provide a useful lever if coordinated and aligned with USAID in driving change and buy-in from the Government on broad themes.

Sub-national geographies that are critical to target to achieve desired nutrition improved and poverty reduction results. Although in aggregate, only 5 percent of the population is deemed food insecure and another 9 percent vulnerable to food insecurity, this nationwide perspective masks important, serious regional dynamics and disparities that FTF must help Ghana address. Persistent food insecurity is concentrated in the poorest, predominant northern areas of the country. A third (34 percent) of the population in Upper West region is food insecure followed by 15 percent of Upper East region and 10 percent of Northern region. This equals about 453,000 people, more than the rest of the rural areas combined. By contrast, the lowest prevalence of food insecurity occurs in Accra (2 percent) and the rural areas in Greater Accra (1 percent) and Western region (1 percent).

This strategy proposes the use of customized regional interventions based on a clear understanding of the locus of the poverty challenge and opportunities in Ghana. Table I outlines some key demographic trends informing the regional strategies.

Table I. Poverty Rates and Trends by Region of Ghana

	GLSS surveys			Model projection			
	Poverty head-count rate (P0)		Percent decline in 1998/99 from 1991/92	Poverty head-count rate (P0)		Percent decline by 2015 from 1999	
	1991/92	1998/99		2003	2012	2015	
* Accra	25.8	5.2	-79.8	4.0	2.3	2.1	-60.5
* Ashanti	41.2	27.7	-32.7	23.7	15.6	13.4	-51.6
* Brong-Ahafo	65.0	35.8	-44.9	27.8	14.7	12.9	-63.9
* Central	44.3	48.4	9.4	40.2	26.8	20.4	-57.8
* Eastern	48.0	43.7	-9.0	41.1	33.1	30.4	-30.4
* Northern	63.4	69.2	9.1	65.7	59.3	56.5	-18.3
* Upper East	66.9	88.2	31.8	86.3	77.8	69.9	-20.7
* Upper West	88.4	83.9	-5.1	76.0	70.8	67.3	-19.9
* Volta	57.0	37.7	-33.8	31.0	18.6	15.0	-60.2
* Western	59.6	27.3	-54.3	23.0	11.0	8.5	-69.0
<hr/>							
* National, rural	63.6	49.5	-22.2	44.2	33.1	30.1	-39.1
* National, urban	27.7	19.4	-30.0	16.1	11.4	8.6	-55.5
* National, total	52.0	39.5	-24.1	34.9	25.9	23.0	-41.8

SOURCE: GLSS, Ghana Statistical Department

Northern Zone (where most of the poor are located, taking a 2-tiered approach):

The rural northern regions have the highest rates of food insecurity in the country – as much as seven times the national average.

- Two of the three rice production regions are in northern Ghana, where per capita rice production is about 3–5 times the national average. The objective is to include as many small and medium farmers as is economically viable in not only rice, but also maize commercial value chains, ensuring equitable participation of women and men farmers in the chains and their access to resources to enhance productivity and reduce pre- and post-harvest loss. This approach offers a great opportunity to achieve early gains in FTF by partnering with other DPs and the GOG on programs that are already designed and almost ready to go. Targeting northern Ghana also has certain competitive advantages because of some favorable agro-climatic characteristics (e.g., dryness that can reduce post-harvest loss) and proximity to trade/transport market outlets.

- It will be essential to have a complementary, tailored program for the vulnerable, many of whom may be unable to immediately participate in the commercial value chain system. The development objective is to focus on the Northern Region with programs to increase *resiliency* of vulnerable households to maintain food security throughout the year. This northern zone program will aim to diversify household income by increasing income during lean periods, encouraging the production of nutritious foods for household consumption and income generation, supporting communities to develop plans for storage, food safety, and food security, and improving nutrition-related behaviors.² This program will identify opportunities for activities that increase women's income and access to nutrition foods.

USAID is well aware of the numerous government, NGO, and other donor programs in this part of the country so the Mission plans to selectively leverage and jointly program with these other interested parties wherever possible. Also, the Agriculture Sector Working Group (discussed later) is a mechanism for FTF activities to be well coordinated.

Coastal Marine Fisheries Zone: While the districts of Ghana's coastal zone represent only about 6.5 percent of the land area of the country, they are home to 25 percent of the nation's total population—with coastal populations growing at the rate of 3 percent per year. Poverty in the coastal areas is extensive, with the average welfare level among food farmers in rural coastal areas 12 percent below that in large urban centers such as Accra (as estimated by the Ghana Poverty Assessment).

Not surprisingly, marine capture fisheries are the major economic activity along the coast and their importance reaches far beyond the coast. FAO statistical reports cite evidence that (a) fish makes up 22.4 percent of food expenditure in all households, 25.7 percent in poor households, (b) fish is recognized as the most important source of animal protein in Ghana, and (c) an estimated 1.5–2 million people rely on or provide support to the fisheries industry. There is strong evidence that Ghana's coastal ecosystems are *already* seriously degraded and experiencing coastal erosion which will undoubtedly be under growing pressure with an oil and gas industry on its way. The FTF program will:

- Support direct, targeted interventions where the poor fisheries-dependent households are located and focus on what has greatest potential for improving their situation, as well as the environment. The program will increase the ability of coastal residents to better access and manage their most important productive asset – marine fisheries. Interventions will ensure that both men and women engaged in aquaculture and fisheries are able to control the management of and decision-making over this asset. Depletion of natural fisheries is a very important concern that can only be addressed through a coordinated program that includes activities such as advocacy, constituency-building, policy reform, enforcement, creation of breeding stocks, and marine revenue set-asides for targeted activities.
- USAID's program to improve the quality of health services and systems in Western, Central and Greater Accra regions will build capacity of midwives to prevent anemia among pregnant women, and will improve the counseling and diagnostic skills of health providers related to maternal and child anemia. The approach will be expanded to other regions in coordination with other development partner programs, as resources permit.

² For a more detailed discussion and example of activities, see Assistance Options For Vulnerable Households In Ghana; Jason Wolfe, USAID/EGAT/PR/MD, July 2010.

National-scale Nutrition Programming:

- In coordination with UNICEF, USAID will support the Government of Ghana to implement a comprehensive program of community-based management of acute malnutrition (CMAM). Technical and management capacity building, as well as commodities, will be provided to the GOG for this national nutrition program. CMAM includes not only treating acutely malnourished children, but also mobilizing community members to identify and prevent undernutrition.
- USAID's comprehensive behavior change program will improve nutrition-related behavior (specifically promoting breastfeeding, appropriate complementary feeding, and diet diversity) through mass media throughout the country, while at the same time providing community mobilization and communication packages for community health workers to use when promoting healthy nutrition practices. The messages will be tailored to address men's as well as women's roles in supporting and improving nutrition-related behaviors (e.g., intra-household distribution of food among family members). These packages will be utilized directly by USAID programs in the Western, Central, and Greater Accra regions, and will be distributed through community outreach programs supported by other donors in other regions.
- Operational research will be conducted in 2011–2012 to better understand the extremely high rates of anemia among children in Ghana. This research will be used to develop key nutritional aspects of Feed the Future programming and to shape a national child anemia strategy and program that can be undertaken by Ghana Health Service (GHS) and its development partners.

2.3. CROSS-CUTTING ISSUES

This FTF strategy embeds gender and environment/climate change as cross-cutting issues, the same way the GOG approaches these issues in its CAADP Compact, and agricultural sector strategy (as well their policy document, Food & Agriculture Sector Development Policy II). In addition, the USG will provide education to combat child labor and child trafficking as a cross-cutting activity throughout the FTF program.

2.3.1. Gender

Recognizing the critical need to respond to the diverse opportunities and constraints presented by gender relations in Ghana, the GOG has made it a priority to include women in efforts to modernize the agriculture sector and is committed to removing the constraints that limit women, as well as men, from contributing fully to food security. Its 1992 Constitution also provides for the legal protection of the rights of women in Article 17. The Ghana FTF Strategy supports these GOG priorities by enhancing men's and women's contributions to and benefits from agriculture and nutrition programming. Growth in the agriculture sector relies heavily on the inputs from both men and women at different levels. Women are responsible for the production of 70 percent of food crops, while men dominate in cash crop production. Other studies indicate that women held land in only 10 percent of Ghanaian households while men held land in 16–23 percent.³ An estimated 90 percent of food processing in Ghana is done by women, making them key stakeholders in improving

³ FAO. *Gender and Land Rights Database*. <http://www.fao.org/gender/landrights>; C. Deere and C. Doss, 2006, *Gender and the Distribution of Wealth in Developing Countries*. UN-WIDER (World Institute for Development Economics), Research Paper No. 2006/115. UN-WIDER, Helsinki

agriculture and nutrition links.⁴ “Fish mammies” are responsible for up to 90 percent of artisanal fisheries production, processing and marketing.⁵ Moreover, “market queens” and other women traders facilitate domestic and regional trade of food and cash crops.

The USG will support gender equitable agricultural growth and nutrition programming by adhering to the following principles to guide its investments.

Overcome gender-based constraints to agricultural productivity. Disparities in men’s and women’s access to improved technologies, training, information and services may severely constrain productivity in targeted staple crops (maize, soy, and rice) and fisheries or increase income inequalities between men and women. FTF programs in Ghana will address these and other gender-based constraints by supporting efforts to integrate gender analysis into value chain facilitation models, thus ensuring that private sector-led approaches are stewards of efficiency and equity.⁶ Agricultural practices and technologies that reduce women’s time, financial and labor constraints in staple crop value chains will be identified. Commercial agriculture programs will recruit progressive women farmers. Additionally, given women’s unique role in trading as market queens, FTF investments will explore how to engage them in upgrading the quality and transportation of marketed produce.

Address the distinctive needs of women. Under customary law women are obliged to assist their husbands to acquire wealth, but have no rights to the assets acquired from that wealth. Women are also expected to work on their husband’s or family land before attending to their own plots. They often have microenterprises involved in food processing, petty trade, handicrafts or dress-making, but lack credit to grow their businesses. Relative to men, women spend three more hours a day on household responsibilities because social expectations place the majority of reproductive responsibilities on them. Programs will need to consider these conditions and understand the distinctive needs of women through baseline and gender assessments. Activities to meet their needs include: designing appropriate financial services to support women’s savings and credit needs and identifying mechanisms to explicitly reward women’s unpaid contributions to household production.

Improve resiliency of vulnerable rural populations. While both men and women are vulnerable to poverty, women in Ghana are concentrated in agricultural activities with the greatest vulnerability. They are food crop farmers, unpaid workers and among the self-employed in the informal sector. Food cropping is the domain of women, which means that the higher incidence of poverty among food crop farmers is likely to increase women’s vulnerability to poverty relative to men. Young men and women seek wage work in the agriculture sector as part of “harvesting gangs” that harvest crops (for men) or aggregate produce on in rural areas and urban markets (for women). These groups are vulnerable to poverty. Efforts will be made to identify income security opportunities suitable to men’s and women’s asset levels in order to strengthen households’ ability produce or purchase food year round. In addition, programs will target specific interventions to address the vulnerability of the men and women wage workers.

Design equitable access to the rewards from agricultural enterprises. As investments in commercial agriculture formalize arrangements between actors along the value chain,

⁴ Dejene, Yeshiareg 2008. *Ghana Country Gender Profile*. Human Development Department. African Development Bank.

⁵ Ibid.

⁶ See A Guide to Integrating Gender Analysis into Agricultural Value Chains.

financial institutions are becoming involved to facilitate distribution of payments. This can reduce women's already limited access to income. Even without the formalization of these practices, men have greater decision-making power over income despite women's contributions to production. To address these issues, USAID/Ghana will support approaches that improve household budgeting practices and identify payment mechanisms in commercial value chain arrangements that ensure men and women have access to income.

Engage men and women in improving nutrition of all household members. Understanding both men's and women's roles and knowledge of feeding behaviors is critical to being able to design interventions that overcome gender-based constraints to improving nutritional behaviors. Income diverted away from the household can strain its ability to appropriately feed all members of the household, while social norms may lead to the existence of prevailing feeding practices that jeopardize children's nutritional status. Men and women are both responsible for improving nutrition at the community and household levels which means that USAID/Ghana will support behavior change activities to improve household nutrition through better allocation of household income and increase women's nutritional knowledge and practices.

Foster equitable participation in decision-making processes at all levels. A range of interventions under this Strategy will work through farmer-based organizations (FBOs), other producer associations, and community-level groups to meet objectives. Gender differences in participation exist in most institutions including FBOs, where women make up only 36 percent of FBO members, in fishing associations where they are excluded from governance decisions, and in community-level institutions. Efforts under this strategy will foster equitable participation in decision-making processes and will design actions that improve women's substantive participation in these institutions. It will aim to increase women's participation in a diversity of leadership roles. Community-led initiatives under the agriculture and nutrition program will ensure that women and their needs are represented in activities to improve food security. In addition, the program will provide nutritional information to men, using agricultural extension workers and others to explain to them the importance of early childhood nutrition as a key element of later intellectual and economic attainment, a concept not yet well understood by either men or women in Ghana. This is expected to improve intra-household food allocation and to improve decision-making on the use of household finances to assure a nutritionally adequate diet.

Promote the use of gender analysis by policymakers and analysts as a tool for improving the enabling environment. Investments at the policy level tend to overlook the importance of gender analysis and capacity building for creating an inclusive agricultural enabling environment. USAID/Ghana will capitalize on its partnership with the International Food Policy Research Institute's (IFPRI) Ghana Strategy Support Program (GSSP) to make targeted investments to generate information on gender inequalities in the smallholder agriculture sector and differences of the impact of the binding policy constraints (e.g., land) on men and women. USAID will also support GOG efforts to mainstream gender in research and in line ministries, for example through the support to the Ministry of Food and Agriculture's (MOFA) Women in Agriculture Development (WIAD).

Improve knowledge of the performance of USG investments in supporting women and reducing gender inequalities in agricultural and nutrition programming. All programs funded through the FTF strategy will be required to conduct baseline surveys that collect sex-disaggregated information and routinely report on gender differences in key performance indicators at output, outcome, and impact levels. Annex E shows the level of disaggregation

that will be required on select FTF indicators. USAID/Ghana's new monitoring and evaluation support programs will be asked to conduct gender analysis and evaluate how USG investments have affected men and women differently. Specific gender-related research may be requested, for example monitoring the impact of commercial agricultural development on the nutrition of different members of households.

Strengthen capacity and confidence of USAID personnel to lead gender-equitable agriculture and nutrition programs. Internally, USAID/Ghana will continue to ensure that new assistance and acquisition requests build in requirements for gender integration. It will also invest in sector-specific gender assessments to inform the design of new programs. USAID/Ghana will shortly have a gender assessment conducted of its programs that will enhance the Mission's knowledge of how to design gender equitable programs. In addition, it will invest in training for the FTF team on gender issues in value chain and food security programs. USAID/Ghana will also use its leadership role in the Agriculture Sector Working Group to encourage sharing of best practices on how to address gender issues in the agriculture sector.

2.3.2. Climate Change and Natural Resources Management

As most agriculture activities in Ghana hinge upon rainfall, adverse changes in the climate can have a devastating effect on agricultural production, and consequently, the economy and food security. A concern in Ghana is that climate change, land degradation, and desertification will reduce the areas of fertile lands for agricultural production. Emerging research also finds that men and women will experience the impacts of climate change differently and will require different types of support to respond to climate challenges.⁷ This will have significant consequences on food production and food security in Ghana and could adversely affect economic growth and exacerbate malnutrition. Other concerns include the vulnerability of rain-fed agriculture as rainfall becomes more variable; productivity of maize as temperatures increase; sustainable water management as runoff changes and the demand for irrigation and other uses increases; and the sustainable management of soil and land to prevent degradation. The availability of water, both geographically and temporally throughout the year, will continue to be a challenge to agriculture in Ghana. More water may be available in some places at some times of year, but needs to be stored to benefit agriculture. Activities implemented under this strategy will need to ensure that water management will be appropriate, sufficient, and cost-effective to achieve longer term objectives. Overall, investments will need to be aligned with a longer term vision of food security in Ghana as climate stresses increase so they are also appropriate, sufficient, and cost-effective.

Climate stresses on agricultural production, livelihoods, and food security in the country mean that adaptation is not an option, but a necessity. Current crop management practices may be inadequate for new climate conditions. In coping with risk due to excessive or low rainfall, drought and crop failure, farmers and rural households, on their own, have adapted options to diminish the adverse impacts of climate change. Coping strategies include the cultivation of different crops to diversify production and reduce risk and adopt varieties which are more drought-tolerant. Recently, new drought-tolerant maize seed has begun to reach farmers' fields. This year, four new varieties developed by breeders with IITA (International Institute of Tropical Agriculture) and Ghana's Crop Research Institute (CRI) that are both drought-tolerant and resistant to a parasitic weed were officially released. USAID's Agriculture Development and Value Chain Enhancement (ADVANCE) Project is already involved in sponsoring a national maize variety trial conducted in collaboration

⁷ UNDP 2009 Resource Guide on Gender and Climate Change. New York: UNDP.

with CRI where these new drought tolerant varieties are being tested in trials with several other varieties. Supportive USDA research will also be integrated into the approach. It is interesting that a climate change vulnerability assessment last year found that compared to the findings of the baseline survey in March 2004, weather “difficulties” were very rarely mentioned with only 3 percent of households at the national level having cited drought or early/heavy rains. Back in 2004, drought was the shock that over 30 percent of households in Upper West, Upper East, and Northern Regions had to cope with, followed by floods with a minimum of 15 percent of households in each of these regions. It may be argued that the types of shocks households have to deal with have somewhat shifted to more financially related constraints.

The most recent Intergovernmental Panel on Climate Change (IPCC) report for Africa notes that climate change will have an impact on food production in West Africa under a range of scenarios, and according to some model estimations, could lead to agricultural GDP losses ranging from 2–4 percent. Likewise, the IPCC report notes that climate change has an impact on three major components of food security, including food availability (e.g., effects on crop yields and fisheries), food access (e.g., impacts on agricultural zones), and nutrient access (e.g., effects on the nutrient content of food). For Ghana to adapt to climate change and be more food secure, many have suggested it is important to pursue such strategies as expansion of irrigated agricultural areas, improvement of crop water productivity in rain-fed agriculture, crop improvement and specialization, and improvement in indigenous technology. It is also seen as important to encourage farmers in the Sudan and Guinea Savanna zones to focus on the production of well-adapted cereals and legumes (e.g., sorghum, millet, and soybeans) as climatic factors favor these crops and will give the farmers a competitive advantage.

Another pressing consideration for Ghana is the impact of global climate change on its coasts and coastal resources. Climate change will severely impact Ghana’s shoreline and further weaken the resilience of coastal ecosystems and human communities living in these areas. Sea level rise will drown mangroves and requires setting aside buffers to enable them to retreat inland. Productivity of fisheries ecosystems will be altered and migration patterns of highly mobile stocks will likely change. This means that management systems must be agile and adaptive enough to respond quickly as changes occur. Some coastal tourism and fisheries infrastructure is already at risk from erosion and flooding. New development, if not planned properly, will face similar problems. Planning and adapting to climate change will be central to avoiding large economic losses from poorly planned coastal development. Climate change adaptation along the coast must be a core feature of future coastal governance.

Coastal wetlands, including mangroves, can reduce vulnerability to sea level rise and extreme weather events while also contributing to food security. Restoration of degraded mangroves on the southwest coast of Ghana, for example, could improve management of coastal forests, improved coastal protection and safeguard important nursery grounds for local fisheries and food security.

2.4. PRELIMINARY BENEFICIARY ANALYSIS

Strategic investments in selected major food crop value chains (such as maize, rice, soya, and marine fisheries) will positively affect the most important income groups in the country by addressing those livelihood factors that strongly affect their poverty and food security status. Soya is mainly used as an important rotational crop with maize. It may have very good potential as a single crop but its economic profitability has to be validated, a process which is currently in process. Northern Ghana contains a disproportionate percentage of Ghana’s poor, and the poor there are also generally poorer. Participatory and quantitative assessments describe a situation where the poor in Northern Ghana are predominantly rainfall-dependent farmers. Following are some descriptions of the

beneficiary groups in general (see Table 2 for quantitative characteristics of livelihood groups and Figure 1 for the geographic distribution of the poorest wealth quintile):

Food crop farmers make up roughly half of the poor (46 percent) in Ghana. They tend to be poorer than those with more diverse economic portfolios. Almost three-quarters of these farmers (72 percent), many of whom are women, cultivate less than two hectares of land, and most are dependent on rainwater for cultivation (98 percent). Nearly half of the households have family heads without any educational background, and 13 percent of their primary school-aged children are not attending school. Women-headed household comprise nearly one-quarter (22 percent) of households.

These farmers represent 48 percent of the population in the Northern Savannah zone with the largest share living in Upper East region (56 percent). Their livelihood is characterized by the lowest annual per capita income, falling below the national poverty threshold and the recently agreed upon minimum daily wage rate in Ghana. The combination of poor health, poverty and environmental degradation contributes to a vicious cycle that negatively impacts the quality of human life in the coastal zone.

Table 2. Characteristics of Livelihood Groups in Ghana

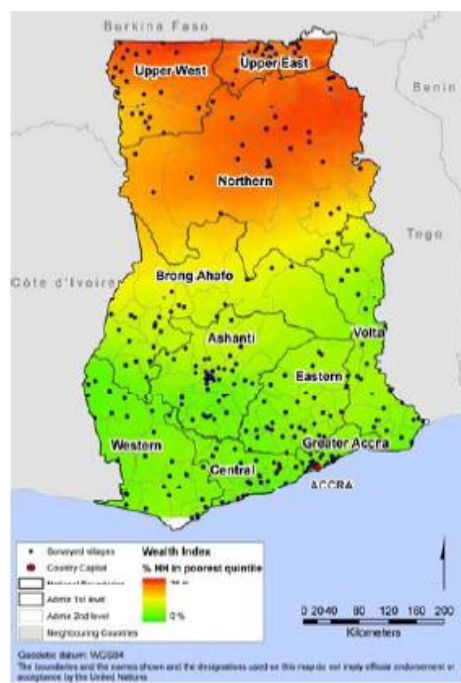
LIVELIHOOD	% OF HOUSEHOLDS	MEAN ANNUAL INCOME	MEDIAN ANNUAL INCOME	% IN POOREST WEALTH QUINTILE
Agropastoralist	2%	¢593	¢222	63%
Farming (food crops)	25%	¢441	¢250	40%
Fishing	2%	¢757	¢265	34%
Food Processing	3%	¢512	¢267	32%
Unskilled Labor	3%	¢503	¢321	28%
Farming (cash crops)	8%	¢644	¢378	22%
Assistance/Remittances	9%	¢742	¢538	17%
Artisan	3%	¢1,106	¢476	15%
Petty Trading	11%	¢736	¢409	12%
Prepared Food Selling	3%	¢754	¢340	10%
Commercial Trading	2%	¢1,178	¢767	8%
Skilled Labor	3%	¢1,506	¢675	8%
Self-employed	9%	¢1,070	¢601	3%
Salaried & Services	16%	¢1,655	¢952	2%

Source: CFSVA (2008)

Food processors are active in all value chains including maize, cassava, groundnuts, rice and fish. Sixty-one percent of all Ghanaian households are engaged in food processing and an estimated 90 percent of the processing activities are done by women. After processing, food processors' second most important income source is food crop production. This category includes one of the highest shares of poor households (56 percent) with the third lowest average annual per capita income of \$445. Food processors have the largest share of indebted households (46 percent). Food processors also have one of the largest shares of female headed households (41 percent).

Cash crop farmers predominantly reside in the Forest zone and represent 15 percent of the zone's population. The most vulnerable cash crop farmers live in Upper West region (Northern Savannah zone) and represent 17 percent of that region's population. Income from cash cropping constitutes 67 percent of their total income and is complemented by food crop farming (20 percent). Men are among the majority of those considered cash crop farmers although much of the labor (usually unpaid) is conducted by women as part of their social obligations to their spouses. Among the agriculturalists, cash crop farmers have the highest annual per capita income. Nevertheless, more than half (51 percent) were identified to be in the poorest wealth quintile. Eighteen percent of them are women-headed households.

Figure I. Wealth Quintile Map



Source: CFSVA (2008)

Unskilled laborers largely reside in urban areas. They form part of the urban poor population who are found to spend approximately 67 percent of their income on food compared to the national average of 52 percent. The other half of unskilled laborers lives in the rural areas spread across the country with the largest shares in Ashanti and Upper East. Nonfamily wage labor is used for a variety of farming tasks and in some areas women are among the majority of wage workers. In northern Ghana, some estimates report that wage labor is close to 30 percent of the total labor input on farms.⁸ The second most important source of income comes from food crop production. The average annual per capita income earned by unskilled laborers is the second lowest among all livelihoods and falls below the national poverty threshold of \$437. Households engaged in unskilled labor had one of the highest shares of single heads of households (33 percent). Twenty-two percent of households were headed by women.

Computer modeling indicates that a strategic focus on the rice, maize, and soya value chains for 5 years could raise tens of thousands of people out of poverty, 75 percent of whom would be in northern Ghana.

2.5. LEVERAGING OF, AND COORDINATION WITH, THE EFFORTS OF PARTNERS

The Government's current agricultural investment strategy spelled out in the METASIP was built on the policy statement for the agricultural sector, the Food & Agriculture Sector Development Policy II (FASDEP II). This policy document states "This revised policy (FASDEP II) emphasizes the sustainable utilization of all resources and commercialization of activities in the sector with market-driven growth in mind. It however targets fewer commodities for food security and income diversification, especially of resource poor farmers. Enhancement of productivity of the commodity value chain, through the application of science and technology, with environmental sustainability is emphasized. Greater engagement of the private sector and collaboration with other partners will be pursued to facilitate implementation of policies." Thus, the FTF Strategy clearly leverages the public sector's commitment to change in agriculture. See Annex B for an illustration of crosswalk between the GOG's METASIP/FASDEP II Results Framework and USAID/Ghana's FTF Framework.

Ghana's agricultural policy plan (FASDEP) notes there are thirteen development partners funding agriculture-related projects and programs in Ghana. These partners have approximately sixty-three interventions, two of which are budget support. The time frame for the ongoing programs, projects

⁸ Runge-Metzger, A., and L. Diehl. 1993. *Farm Household Systems in Northern Ghana*. Agricultural Research Report 9. Nyankpala Agricultural Research Station, Tamale, Ghana.; Nyankpala Agricultural Experiment Station.

and the budget support are between 2009 and 2015. Other interventions are frequently being developed creating a dynamic situation which is challenging to monitor and coordinate.

The USG will remain an active participant in various Government/donor sector working groups – especially the Agricultural Sector, Private Sector/Trade, Health, Social Protection, Environment and Natural Resource Management, Water, Decentralization, Energy, Gender, and Finance Working Groups. Mission agriculture programs will continue working most closely with other donors to ensure coordination and avoid duplicity of efforts. Four USAID-funded embedded advisors – utilized quite successfully by previous projects in the ministries of Agriculture, Trade and Investment, and Finance will continue to help ensure coordination with local level project implementation and facilitate progress towards the overall objectives of the Global Food Security Response (GFSR). The most effective way to partner in Ghana is through the Agricultural Sector Working Group – which, for the USG, is further facilitated with the help of the Mission's Ghana Strategy Support Program (GSSP) that works directly with the agricultural ministry.

The Strategy will continue leveraging the World Bank, AGRA, and the Government's interest in transforming agriculture by harnessing private sector investment in farming enterprises including large(r) scale operations as well as more commercially-oriented small-holder enterprises. .

2.6. REGIONAL AND TRANSNATIONAL DIMENSIONS OF KEY FOOD SECURITY ISSUES

Regional trade is important for Ghana and the region, as the country is a potential net exporter of certain food products. Trade between Ghana and the ECOWAS region has hovered over 30 percent of all non-traditional exports which is the country's second most important trading block other than the EU. Most trade is with near-by neighbors Togo, Nigeria, Burkina Faso, and Cote d'Ivoire. Regional trade will be increased by improving the operation of key trade and transport corridors; improving market structures, regulatory and policy systems; market information, and expanding financial services and access to finance. The FTF Strategy will improve agricultural market information and management of financial transactions for smallholders and marketing agents (including inter-regional in partnership with such regional systems being strengthened by USAID/West Africa's Agribusiness Trade Project). Innovative storage and market management systems such as warehouse receipting, will build on this pilot activity, again in partnership with regional initiatives being promoted by USAID/West Africa. Efforts to address regional trade will include the informational, business services, and networking needs of women entrepreneurs.

Key Requirements to Sustain the FTF program:

1. The GOG continues to focus on, and remains committed to creating an adequate environment for private sector participation and investment without crowding them out with interventionist activities.
2. The GOG consistently provides the incentives (e.g., tax breaks) and contributions (e.g., infrastructure) required to obtain and maintain private sector investment.
3. The GOG consistently provides budgetary resources approaching the 10 percent CAADP commitment to agriculture.
4. Strong institutional coordination among Government, civil society, and donor partners continues following Paris Club and Accra Accord principles – including strong intra-governmental coordination – which avoids conflict, duplication, and redundancy.
5. A sector-wide approach (AgSWAP) is adopted and implemented to maximize efficient resource allocation to the sector.

6. Adequate incentive structures and packages are developed to attract sufficient private sector commitment and investment to transform agriculture; and their investments and business practices translate into inclusive, equitable economic growth.
7. There is sufficient public and private capacity built, institutional reforms enacted (e.g., within MOFA), and policies changed or implemented (e.g., seed regulation) for the country to sustain momentum and advancement in transforming agriculture.
8. A sufficient foundation of technology development and dissemination is established to increase productivity, along with sufficient systems to keep R&D going and increasing its dynamics.
9. Recognition of local gender disparities embedded in Ghanaian society that will require sustained attention and the technical capacity to lead and support gender-equitable investments to overcome those constraints.

3. OBJECTIVES, PROGRAM STRUCTURE, AND IMPLEMENTATION

Objective Statement: Improve the livelihood and nutritional status of households in Ghana

Focus Areas are built around three intermediate results (IRs): (1) Increased Competitiveness of Major Food Value Chains; (2) Improved Resilience of Vulnerable Communities and Households; and (3) Improved Nutritional Status of Women and Children. See Figure 2 for Ghana's FTF Results Framework and Annex C for the expanded, more detailed Results Framework.

There are a number of trends in demand, global value chains, public expenditures, and consumers and enterprises perspectives that suggest the need for improving the competitiveness of the staple food sector. The view of agricultural development by the FTF Strategy sees agriculture's ability to rapidly drive economic development as largely based on commercial agriculture and agribusiness development. Hence, agribusiness development often cut across more than one well defined sector; the key being the network, which is based around a common raw material or a common output.

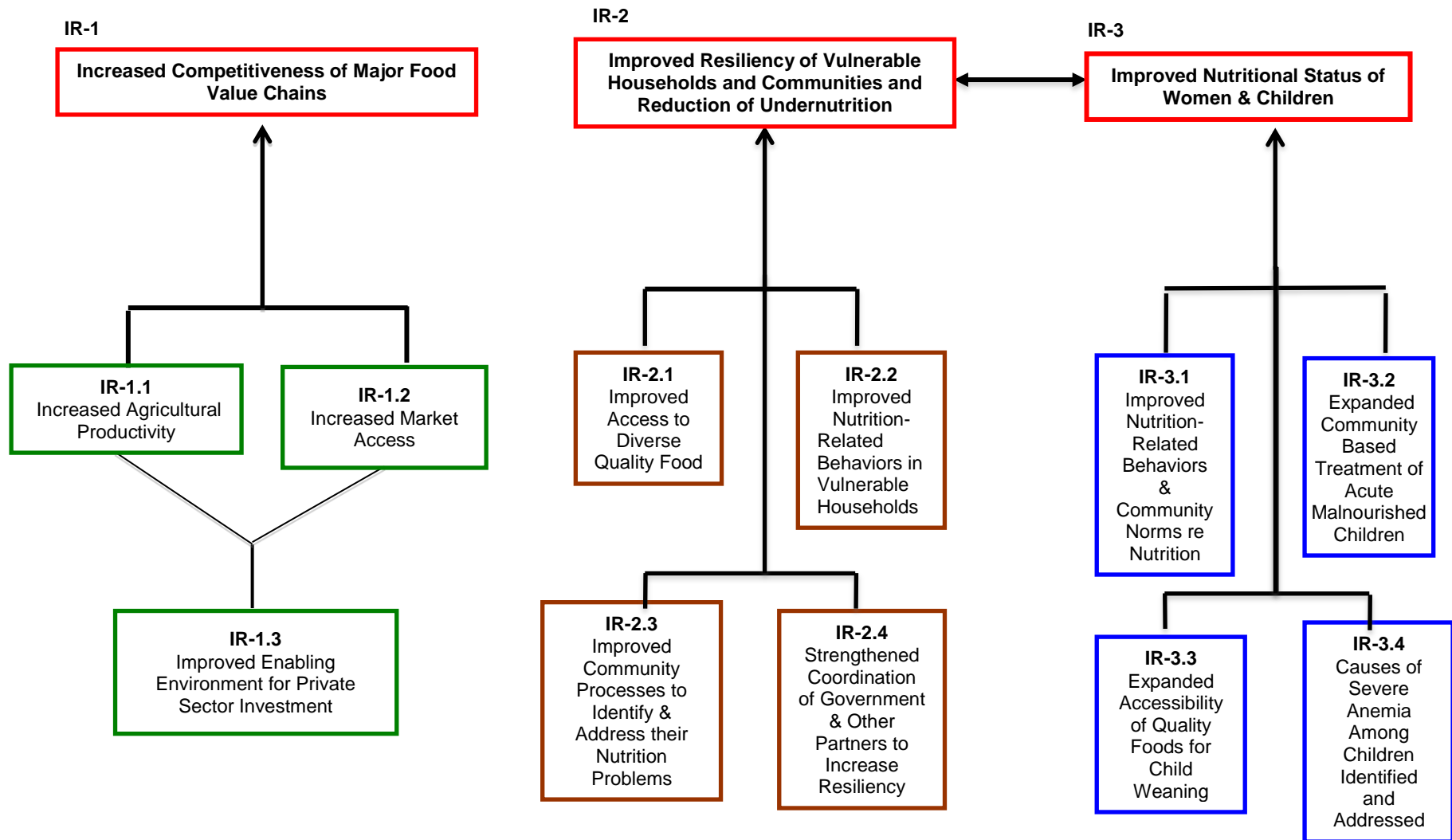
The main advantages smallholders will derive from FTF's efforts to promote their participation in a more effective value chain system are their improved ability to reduce the costs of doing business, increased revenue (income), increased market bargaining power, improved access to technology, information, and capital, and, by doing so, access to innovate production and marketing processes in order to gain higher value by providing higher quality to the customers.

The poor benefit from these developments in various ways. They benefit by directly engaging in the market through the sale of the agricultural products. They also benefit from additional employment and other income generating opportunities. The ability to utilize these opportunities is largely dependent on the skills that these actors have in responding to market signals and their corresponding resources to act accordingly as agriculture becomes more globalized and a part of a series of interconnected links. It also depends on policies, institutions, and capacity within countries to support their involvement. Support directed at enhancing their participation and promoting competition in small and medium agro-enterprises are also important. A majority of these diverse agribusinesses are based in rural towns, and are operated by smallholder rural households. The private sector can also link these smallholder households with urban and export markets for their produce.

Thus, the Ghana FTF Strategy takes a pro-poor value chain development approach to ensure poor producers obtain a higher share of the final value of their produce through direct value addition

resulting from quality enhancement with sustained demand for produce and development of stable commercial relationships. An effective pro-poor value chain ensures that higher value is produced, and a larger portion of value of the final product goes to the poor. Increased private investment and development, and growth of competitive enterprises will provide the poor a market for their products, productive employment, and a broader range of business opportunities to both increase and diversify their incomes. The agribusiness environment in Ghana has changed and improved greatly in recent years where there are many private sector individuals and companies interested in agriculture. The FTF Strategy will build on existing examples of firms eagerly wanting to include SME farmers in gaining economies of scale in the value chain. In addition, the approach will be consistent with Ghana CIP's desire to bring scale to rice and maize production and involve larger scale production that years ago, would not be supported by government. Private firms will assist with the provision of better inputs and provide the marketing outlet through contractual arrangements with SME farms, many of whom will be poor farmers. As ADVANCE is demonstrating (and done by a similar, earlier USAID project), government and private companies want USAID's assistance in directly helping and organizing farmers, helping to build the supporting business operations (e.g., seed multipliers, tractor hire services, fertilizer distributors), helping with establishing buying arrangement, etc. This intimate role in the development of the value chain, gives USAID the opportunity to ensure a pro-poor approach is followed.

Figure 2. Ghana FTF Results Framework



3.1. INCREASED COMPETITIVENESS OF MAJOR FOOD VALUE CHAINS (INTERMEDIATE RESULT 1)

The main objective will be to increase the competitiveness of the important and strategic rice, maize, soya (either rotated with maize, or as a single crop), and fisheries value chains in ways that support broad-based economic growth. Although soya is considered a crop with high potential and good nutritional value, the agronomic viability of soya as an economic single crop will be verified early in the Strategy. Increased production of rice and maize are the government's top two priorities while the development of soya and improved management of marine fisheries are also heavily embedded in the objectives of the GOG's METASIP. In this document, the government recognizes that heretofore, Ghana hasn't been able to compete with cheaper imported rice – but the recent “food crisis” and rise in world food prices changed the local scene. The GOG has made specific reference to the lack of competitiveness of rice at the production level. Yet through GSSP/IFPRI analysis in 2008 and exposure to the value chain concept, the Ghanaians have begun to understand other key constraints to making local rice production competitive.

While an increasingly competitive agricultural sector will not necessarily directly improve the farm incomes of all farmers, there is no way to sustainably increase the incomes of poor small farmers without making the key value chains more competitive. Simply stated, while increasing the competitiveness of agricultural value chains will not necessarily increase the production incomes of all actors, increasing the incomes of most actors involved in a commodity value chain is not possible without a more competitive value chain – making this a necessary, but insufficient condition. The sub-intermediate results are as follows:

- *Increasing Agricultural Productivity (IR-1.1) and Improving Access to Markets (IR-1.2)* are immediate sub-sets of this focus area; both echo two second level FTF objectives. Thus there is a direct relationship between these two Ghana FTF IRs and the USG FTF Results Framework.
- *IR-1.3.1: Increased Investment in the Agricultural Sector* contributes directly to the overall FTF Results Framework program objective of *Increased Private Sector Investment in Agriculture and Nutrition-related Activities*.
- Taken together, *IR-1.1.1: Increased Access to, and Better Management of Factors of Production*, *IR-1.2.1: Improved Value Chain Commercial Arrangements*, *IR-1.3.1: Increased Investment in the Agricultural Sector* all contribute to the USG FTF Increased Agriculture Value Chain on-and-off Farm Jobs objective. Their collective involvement in expanding production and marketing of rice, maize, soya, and fisheries will create many employment opportunities because of the increased number of commercial actors moving a much greater volume and value of product through the value chain systems.

Ghana achieved significant reductions in poverty in the past from agricultural growth that came from area expansion, but today it must come from increased productivity and reduced pre- and post-harvest loss, which fuels increases in farm output and income. Thus, the Strategy is based on:

- The hypothesis that increasing agricultural output and income leads to more and cheaper food, increased demand for inputs and farm services, and increases in rural business activity, which in turn leads to increased on- and off-farm employment, greater demand in rural areas for food and consumer goods, etc. In the end, this focus area will put *spending power* in the hands of farmers who spend over half of their incremental income on the rural non-farm sector that encompasses the bulk of the poor.

- Reducing pre-and post-harvest loss through adaptation of existing technologies and training in techniques will protect crops and other agricultural products. Reducing loss will also extend the shelf life of products and enable Ghanaian farmers to sell more of their produce at better prices. Losses are mainly due to lack of proper drying of commodities, resulting in molding and increase of aflatoxin levels in grain; physical losses during harvesting, transportation, and shelling; and insect infestation, a problem which is exacerbated by the Ghana's favorable tropical climate.
- Identifying and removing gender-based constraints (such as disparities in men's and women's access to credit, inputs, and labor) will contribute to more broad-based and inclusive growth. These constraints put a strain not only on competitiveness by reducing the efficiency of value chains, but also reduce overall productivity and income reaching the hands of men and women farmers.
- Improving the efficiency of major food crop value chains and addressing gender inequalities in those chains becomes a priority means of reaching large numbers of poor, making agricultural growth more inclusive and helping to overcome income disparities between northern Ghana and other regions. Nutritional information will also be provided to both men and women to use in their decisions about allocation of land for different types of crops and allocation of income from crop production.
- Policy reform will be directed towards addressing policies that act as major constraints to agricultural sector growth (e.g., credit and land reform/access and sub-sector governance and management of public resources). The Strategy will also address second-order policy issues such as promoting regional trade, implementation of seed policy regulation, the introduction of government interventionist policies such as subsidized fertilizer, a national buffer stock, and block farming; , regulatory and food safety systems, market information, plus a better overall defined role of government.
- Lead indicators for this IR will be: gross margins per hectare of rice, maize/soya; value of incremental rice, maize/soya sales; value of intra-regional trade in maize; and value of new private sector investments in these select value chains. Many of these will be disaggregated by sex (e.g., gross margins per hectare) of the farmer (not the household head).

3.2. IMPROVED RESILIENCE OF VULNERABLE COMMUNITIES AND HOUSEHOLDS AND REDUCTION OF UNDERNUTRITION (INTERMEDIATE RESULT 2)

The objective under this IR is to improve the economic and livelihood resiliency of vulnerable households in targeted communities of the Northern Region. The program aims to increase the resiliency of the very poor, especially women and children, by accelerating their participation in economic growth, increasing their access to diverse quality foods, supporting and facilitating improved nutritional practices and behaviors, and strengthening community and government capacity to coordinate on food and nutrition activities. While smaller in size than the other two IRs, this is considered a critical bridge to ensure inclusion of disadvantaged populations and ensure that increased production actually results in improved nutritional outcomes. The program will target food insecure households that are not fully able to participate in the commercial rice and maize systems, and will provide them with an integrated package of income generation, nutrition and food safety education, and other inputs to support dietary diversity, improved decision-making on income and food allocation, and consistent food security throughout the seasons. Women-headed households and those with young children will be targeted under this IR.

Policy reform efforts will focus on strengthening cross-sectoral policies, including targeting of food security assistance to the most vulnerable. System strengthening and the promotion of significant cross-sectoral collaboration at the regional and district level will empower local governments to exercise more autonomy and plan strategically to address the needs of their most vulnerable populations. The geographic focus of this activity will be the Northern Region, although options to enlarge the intervention area will be tested. This activity will be complemented by similar programs of other development partners.

Indicators for this IR will include: Household Hunger Index; percent children stunted; households benefitting from USG assistance.

3.3. IMPROVED NUTRITIONAL STATUS OF WOMEN AND CHILDREN (INTERMEDIATE RESULT 3)

Improving the nutritional status of pregnant women and children under five throughout Ghana is the aim of this IR under the Feed the Future Strategy, which is also an important component of Ghana's Global Health Initiative program as articulated under BEST. Activities under this IR will promote positive nutrition behaviors, improve clinical and community-based services to prevent and treat undernutrition, and improve access to therapeutic and supplemental foods. This will include reducing food borne diseases which interfere with nutrient absorption.

Important considerations regarding this set of activities include:

- High-level policy reform is a relatively modest component of work under this IR. Technical support will be provided at the central and regional levels to ensure that implementation of existing Government of Ghana nutrition programs are conducted according to evidence-based international standards.
- Many but not all of these interventions will take place on a national scale; some components, such as health system strengthening and the interventions to prevent anemia, will be conducted in areas that are considered the optimal venues for these interventions, according to epidemiology, existing program focus, and interest and capacity of local partner organizations.
- Lead indicators for this IR will include: prevalence of women with anemia; prevalence of childhood anemia; prevalence of diarrheal diseases, diet diversity among children under five; percent of children who are wasted.

3.4. AGGREGATE IMPACT OF THE OVERALL STRATEGY

Below is an illustration of the possible aggregated impacts of Ghana's FTF strategy. These preliminary targets were estimated based on analysis at the time of strategy development using estimated budget levels for Fiscal Years 2010-2014. Therefore, targets are subject to significant change based on availability of funds and the scope of specific activities designed. More precise targets will be developed through project design for specific Feed the Future activities.

- Growth and poverty reduction due to an accelerated growth program of three crops over five years could lead to:⁹
 - Incremental increase in agricultural GDP by over \$60 million (\$22 million or 37 percent of that increase would occur in northern Ghana).
 - Assistance to more than 860,000 vulnerable Ghanaian women, children, and family members – mostly smallholder farmers – to escape hunger and poverty.
 - Reaching nearly 324,000 children, improving their nutrition to prevent stunting and child mortality. About 75 percent of Ghanaians assisted would be in northern Ghana.
 - Significant decreases in childhood anemia and the number of underweight children under five nationwide (targets to be determined through operational research in 2011).
- FTF Ghana will continue to being a strong supporter of the GOG's Food Security country investment plan – Medium Term Agriculture Sector Investment Plan (METASIP). A fully-funded, well-coordinated METASIP has the potential to achieve 6 percent annual growth in Agricultural GDP (over 7–8 years).¹⁰ If this type of growth is realized:
 - Per capita income for all households would increase approximately 40 percent.
 - Poverty rate among non-North rural households would fall significantly from 20 to 8 percent.
 - Poverty rate among Northern rural households would fall from 68 to 53 percent (low decrease because so many are well below the poverty line).
 - Nationally, 850,000 additional people could be lifted out of poverty by 2015.

4. CORE INVESTMENT AREAS

FTF investment in Ghana are organized around groups of activities that have a coherent meaning, purpose, objective, and together will have a collective impact – akin to the construct of the Results Framework. Therefore, there are three main programs: Agriculture (IR-1), Agriculture and Nutrition Programs (IR-2), and Nutrition Programs (IR-3).

In addition to these core areas, environment/natural resources management (NRM)/climate change and gender are incorporated as cross-cutting issues in all programs and activities as guiding principles. Annex F provides more details on how gender will be integrated into Ghana's FTF interventions.

⁹ Based on estimates from an IFPRI DCGE model. However, the database is not extensive enough yet to be disaggregated by sex – but attempts will be made when better data is available in for subsequent analyses. For the details, see “Simulated Impact of Stimulating Growth in Maize, Rice and Soybean in the Next Five Years”, Xinshen Diao, IFPRI, September 2010

¹⁰ FTF will assist implementing the METASIP. Estimates based on an IFPRI DCGE modeling exercise.

4.1. AGRICULTURE PROGRAMS

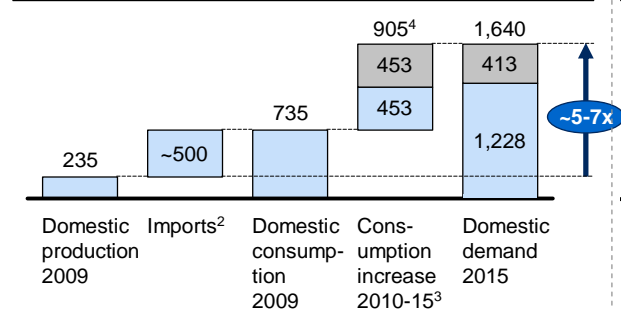
Program Objective: Achieve food security by driving a step-change in the volume and value performance of core staple value chains -- starting with rice, maize, and soy – and improving the governance of marine fisheries resources

This will be the main emphasis of the FTF Strategy in Ghana and the principle way the first FTF high-level result of *Increased Competitiveness of Major Food Value Chains* will be achieved. At the same time, the Strategy will not stove-pipe program areas but will ensure that the nutrition interventions are applied to the farmers involved in the Agricultural Program area. As mentioned earlier, Ghana presently remains a relatively food-secure country. It produces a wide variety of cereals, roots, and tubers, mainly for domestic consumption, and has significant challenges with post-harvest waste. There is great potential for increased production in Ghana, where large tracts of available land remain under-utilized. Farmers need to become more market-oriented if barriers to opportunities are to be overcome and production shifted from subsistence to more commercial footing. Importantly, small-holder and large-scale farming are not “either/or” but should continue in parallel. The current extent of large-scale private investment in agriculture is small given the available land and the expansion of foreign investment in other African countries in recent years. However, as an illustration of the development opportunity, a trade deficit is found primarily with rice and maize, where ~75 percent and ~15 percent of domestic consumption has to be imported, and for which demand is expected to be close to 5-7x higher than current production in 2015 for rice, and close to 40 percent higher for maize, as shown in Figure 3 below.

Figure 3. Evolution of Ghanaian Rice and Maize Markets

Rice: Fastest growing crop in terms of consumption grown by half of all farmers in Ghana's 3 poorest regions

Estimated rice production and demand evolution
(Milled) metric ton, thousand



- Rice consumption to increase 6-7X
- Deficit already high at ~75%
- Local production ≠ local market tastes

¹ Estimated at 15% of total consumption

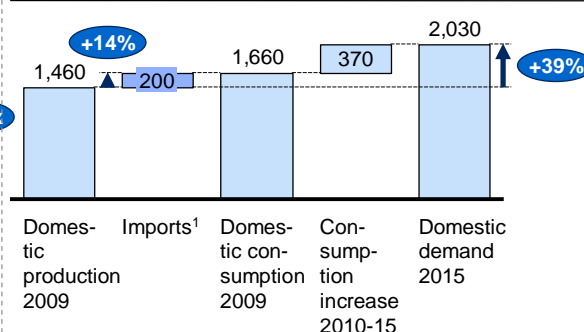
² Estimated 300,000 imported legally and 200,000 smuggled across borders

³ Calculated backward based on MoFA 2015 domestic consumption projections

⁴ Agric. Sector Plan foresees aggressive per-capita consumption growth; if only half of the growth is realized, rice demand will still increase by 450kt

Maize: Ghana's most-grown staple crop, grown by 75% of the farmers in the country

Estimated maize production and demand evolution
Metric ton, thousand



- Maize consumption to increase ~40%
- Deficit wavers around 10-15%
- If right varieties grown, feed suppliers would increase demand even more

Combined with a rapidly urbanizing population, there is concern that Ghana is too exposed to fluctuations in the global rice and maize markets, and as such, it needs to increase production of these two crops to avoid/mitigate future food shortage/price spikes as happened world-wide in 2008. This is why rice and maize figure prominently as focus crops in the METASIP's interventions on food security

and emergency preparedness. The great opportunity to close the large rice consumption gap, with rice's high elasticity of demand also demonstrates the substantial impact this could have in transferring resources into the hands of the rural economy. This could bear out the development hypothesis of creating significant multiplier effects that contributes to bringing down poverty. Similarly, as rice and maize are staples with high demand across the region, if their value chains are effectively strengthened in Ghana, one could also see Ghana helping ensure the food security of its regional neighbors by exporting its surplus rice and maize production.

From a supply standpoint, Ghana has major challenges in its rice and maize value chains. In the case of rice, production is mainly limited to smallholders producing varieties for household consumption, and is harvested without proper moisture gauges, drying methods, and storage. The resulting paddy has to be parboiled, which creates rice that does not fit the commercial market taste found in Ghana—high-quality, Thai long-grain rice. For maize, mostly white maize is grown, and again mainly for household consumption. The type of maize grown for animal feed—yellow maize—is rarely planted, and as such, unlocking broader market potential for the product is largely under-exploited. In both the rice and maize cases, yields are well below world average: 2.5 metric tons (MT) per hectare (ha) for rice and 1.7 MT/ha for maize, versus averages 4.2 MT/ha and 5.0 MT/ha globally. As such, there is a large amount of production improvement and pre- and post-harvest loss reduction possible for staple crops. Soy remains a relatively new crop to Ghana but has seen skyrocketing demand, especially as a feedstock crop, and as the best choice to rotate in with maize to properly manage soil health. With at least 26 percent higher consumption expected by 2015, and the Government's priority to improve local livestock production, soy is the most logical third staple crop on which to focus efforts.

The main objective is to increase the competitiveness of key value chains through more and better use of improved technologies, management, and access to services on the input, production, and output side. Development programs will use a value chain approach that is *private sector-led*, with the necessary and appropriate level of public sector support. Development programs will be required to address gender issues in value chain development to ensure that private sector-led approaches are transformative and in support of broad-based growth inclusive of both men and women.¹¹ Thus, the private sector becomes the major (not exclusive) means, and conveyor of improved sectoral performance. Activities will be initiated to form strong public-private partnerships (PPPs) and create or nurture *institutional alliances* to ensure sustainability. When it comes to policy reform, the program will concentrate on known critical bottlenecks and/or areas of greatest potential to improve competitiveness (e.g., regulatory systems, milling in rice industry).

The knowledge and experience for increasing on-farm productivity, as past initiatives in Ghana have demonstrated, is well within the reach of Ghana. What has been absent is a supporting environment (including a relatively stable market) for sustaining that increased productivity. In our analysis, this environment includes market-driven demand and a dynamic private sector able to provide cost effective goods and services, supporting competitive pricing. So the elements in the "package" of FTF interventions will be available to producers through normal business relationships and not exclusively through donor-supported project activities. Their incentive to acquire and use the elements of the package is driven by market opportunity, involving requirements for specific quality, quantity, and cost competitiveness to meet demand.

The focus at one level of the Strategy will be on farm productivity increases, knowing that activities involved are not just a technological fix. Gains in productivity can come from:

¹¹ See for example, Rubin, Manfre and Nichols Barrett. *Promoting Gender Equitable Opportunities in Agricultural Value Chains: A Handbook*. http://www.usaid.gov/our_work/cross-cutting_programs/wid/pubs/GATE_Gender_Ag_Value_Chain_Handbook_11-09.pdf

- Reducing pre- and post-harvest losses, using higher yielding, drought tolerant, and/or pest resistant seed varieties; appropriate drying and storage facilities; access to transportation/roads; control of plant pests and fungal diseases; prevention of pest infestations; access to appropriate sources of irrigation water; better land management and farming practices; conservation agriculture, investment in soil management, access to better information, adoption of business behavior, lowering costs of production, supporting access to credit, services, technical, management and price information, markets, etc.

Moreover, recognizing that the distribution and access of resources among men and women farmers can often reduce production levels, particularly on women's lands, the focus will remain people-centered, with productivity-focused interventions that meet men and women farmers' needs. Developing an extension service to provide information and outreach to farmers/growers is essential to raising productivity and reducing pre-and post-harvest losses as well as contaminated products.

Access to and expansion of markets is critical to opening up the economic space for farmers to afford costly changes. In addition, profitability for participants in the value chain is a central determinant for what FTF supports to incentivize change. In line with FTF Results Framework, the increase of incomes of both men and women (not exclusively at the household level) will be monitored to ensure that individual farmers are benefitting from interventions.

4.1.1. Improving the Enabling Environment for Private Sector Investment

This program element will consist of two components: *Improved Policies to Support Agriculture Sector Growth* and *Improved Execution of Public Sector Investment Policies*. Together, they will be the building blocks for achieving the other set of results expected in the Ghana FTF Framework. The concern for the enabling environment will include the concern for the impact of the supporting environment on investment in more complex relationship and trust.

Improved Policies to Support Agriculture Sector Growth

In general, the focus of this element is to support the Government of Ghana to address the three largest policy constraints to agricultural development: land tenure, marine fisheries governance, and institutional performance together with a number of less macro issues that if overcome, will also greatly improve the enabling environment for the private sector to flourish. To give a perspective of the Ghanaian policy terrain compared to other countries in Africa, the country has challenges, but compares well with others—having one of the highest overall composite scores in a recent survey of food security enabling environment. Another aspect of this activity is to create more political space for organizations that represent smallholder farmers and vulnerable groups as an important strategy to overcome the political feasibility challenge of achieving policy reform because these groups tend to have little voice. In particular, this activity will engage women's groups to advocate on behalf of women farmers, traders, and processors to better voice their needs. Another important strategy is to feed the results of policy research on inclusive growth more effectively into political decision processes. USAID's Ghana Strategy Support Program implemented by IFPRI, has been doing this for several years and provides a base for continuing this effort.

Beyond the medium-term goals of METASIP, Ghana has overarching policy challenges that could seriously impact its performance with food security and its possible role as a regional provider in the future. These policy challenges constrain Ghana's broader agricultural economic growth. Three of them require specific attention and support under the Strategy:

- *The key to farming*: land tenure requires special focus; everyone from smallholders to large commercial investors has cited it as the foremost constraint to stronger agricultural growth in

Ghana. Smallholders lack a key source of collateral in order to access finance and have little incentive to sustainably manage the land they farm and large commercial investors stay away due to high transaction costs to obtain secure leaseholds, and cite much uncertainty over contract enforcement. The current land tenure system is also one of the most pervasive gender-based constraints, limiting women's ability to farm on equal footing with men. The GOG recognizes this challenge and mentions in the METASIP that an Agricultural Land Management Strategy has been developed "as a tool to address barriers that include cost and limited access to relevant inputs within an environment of limited credit, and land tenure systems that do not favor investments in improvements to land." One of the first things that will be done once a Strategy implementation avenue is identified is a stock-taking exercise. A wealth of knowledge exists, collected over many years, on the political economy of land tenure in Ghana. The USG team will consider taking advantage of input that could be provided from USG Washington side to explore different approaches under the current conditions in Ghana. However, some specific topics for future policy dialogue with other keenly interested donor partners like the World Bank within the Government's Land Administration Project include:

1. Testing mapping of custodial boundaries, where many of the conflicts exist
2. Testing of alternative dispute resolution
3. Development of customary land secretariats which are designed to help traditional authorities know the land resources they have, formalize the arrangements they have with subjects, and manage land more effectively – including in the context of investments
4. Further elaboration of the land databank, moving beyond general statement of interests of landowners to transact land to tying these expressions to spatial data, land suitability data, and eventually other land-related data currently located in various parts of government
5. Development of a legal framework for the land related aspects of these transactions. Especially concerning private-private endeavors, there is currently little explicit opportunity in the legal framework for government to insist up a certain level of transparency and downward accountability.

The Government would also like to better integrate land management practices in the programs of the agricultural sector. Therefore, their sector plan has adopted the Agricultural Sustainable Land Management Strategy for implementation.

- *A key to nutrition:* governance of marine fisheries is the second binding constraint. Consuming more than 60 percent of their protein from fish, Ghanaians are one of the world's largest per capita consumers of fish, the vast majority of which come from the ocean (as opposed to aquaculture). There are deep concerns that the current under-regulated state of the sector will lead to quick depletion of Ghana's main protein source. Further, with the rise of the off-shore oil industry in one of Ghana's prime fishing areas, some sort of guiding policy framework is needed to protect stocks and provide mitigation measures as the oil industry takes hold.
- *The key to public sector agricultural delivery:* improved performance of the main public institutions related to agriculture is needed.

These three areas of policy reform are both logistically and politically difficult to address, but are also areas that cannot be ignored, as they are critical for the longer-term sustainability of agricultural-led

growth and food security in Ghana. This Strategy will also keep an eye on making sure all policies contain elements (as appropriate) of environmental sustainability and adaptation to climate change while also adhering to the principle of (at minimum), “do no harm” when it comes to establishing policies and implementation of regulations. This will be accomplished by conducting an Environmental Threats and Opportunities Assessment (ETOA) as well as a separate Climate Vulnerability Assessment that will examine climate change impacts on the targeted value chains and geographic areas as well as climate impact on regional trade that may influence USG’s FTF investments in Ghana. Scenarios that incorporate climate change are an important element of robust planning. Bringing climate information into scenarios used for planning food security investments (even over five to ten year time horizons), can help to ensure that these investments are well-informed. Climate projections may be based on simple assumptions about continuing recent trends, or may be derived from downscaled climate models. Regional climate service providers like Agrhymet, ACMAD (African Centre of Meteorological Applications for Development), ICRISAT (International Crops Research Institute for the Semi-Arid Tropics), and the USAID Climate Services Facility operated out of the West Africa regional mission, and/or universities would be used to support this input to planning. Environmental sustainability and climate change will be of special concern for Ghana’s fisheries and coastal resources to make sure economic growth oriented policies do not harm the environment. Application of NRM best practices are particularly difficult to apply and enforce because land use management is highly affected by centralized property rights, but must be championed in Strategy implementation.

There are also second-order policy issues such as regional trade, the Government’s involvement in production and marketing, seed policy implementation, regulatory systems, market information and data systems, fertilizer policy, and fisheries governance that will be part of the overall policy dialogue framework. These issues, as well as others considered relevant from reviews of the enabling environment such as the AgCLIR (Agriculture-Commercial Legal and Institutional Reform) analysis will be given prompt attention within the basic Strategy work plans.

For all areas of policy reform, the Strategy will make sure that the GSSP integrates gender analysis into research and assesses the implications of policy reforms on men and women. Among the higher-order policy constraints, analysis on land tenure will examine the effects of the tenure system on women’s access to land, the implications this has for women’s productivity, and the most appropriate actions for ensuring that land management strategies are equitable. Research on second-order issues will also analyze the differential impact of trade and other agricultural policies on men and women. With IFPRI as an implementing partner, USAID/Ghana can capitalize on its experience in applying gender analysis to policy research.

This enabling environment sub-program element provides an opportunity for the State Department to continue working with the GOG’s Ministry of Employment and Social Welfare on the worst forms of child labor abuse and child trafficking which is consistent with both GOG messaging and implementation of the METASIP.

The ambitiousness of the Strategy, particularly concerning the higher-order policy constraints, has to be tempered by the reality that Ghana, like every country, has to meet three challenges in selecting and implementing policies and programs for inclusive agricultural growth: (a) the political feasibility challenge, (b) the administrative feasibility challenge, and (c) the fiscal feasibility challenge.¹² Because of these realities, the country will be unable to solve all of these issues by itself. Policy and policy reform will require us to work closely with other donors, and find innovative ways to work with the Government to spur them to action.

¹² “Achieving Inclusive Agricultural Growth”, GSSP- IFPRI Discussion Brief 2

Improved Execution of Public Sector Investment Policies

A critical intervention under this particular program objective will be support to the Government of Ghana in realizing its Medium-Term Agriculture Sector Investment Plan (METASIP) and delivering on those activities within the plan that are included in the Feed the Future Strategy.

Ghana's food security and overall agriculture performance into the medium term is predicated upon successful delivery of the METASIP. "Delivery" means the Government's ability to actually achieve the specific outcomes it has defined in the investment plan. As described in the previous section, the investment plan is focused on six program areas, and outlines numerous interventions and target outcomes behind those program areas.

High expectations have been placed on Ghana to deliver on the plan given METASIP's degree of completion relative to other countries in the region. However a number of challenges have been identified:

- The roles for various stakeholders—especially the private sector—remain acknowledged, but largely undefined; and
- The critical "how"/implementation questions (rather than the "what") are not fully addressed, including inter-ministerial coordination.

Recognizing there are many challenges, the Government will need significant support to achieve the aims of METASIP.

The overarching goal of this public sector-focused program is to ensure that METASIP is delivered in a holistic way and across ministries. For example, support can be given to MOFA to work on production interventions, but if the tariff regimes on commodities like rice are not fixed concomitantly by the Ministry of Trade and Industry (MOTI), the market will struggle to develop. Given the Government and donors' embracing of the value chain concept, this type of cross-ministerial technical assistance and capability-building is especially important.

4.1.2. High Impact Value Chain Activities and Investment

These FTF investments (starting with rice, maize, and soya—intercropped with maize, and fisheries) will build on USAID's many years of experience implementing value chain interventions, especially the current Agricultural Development and Value Chain Enhancement (ADVANCE) program that grew out of the FTF/GHFSI FY 2010 Implementation Plan. These efforts will be linked to USDA maize and legume value chain support. The approach envisioned for how nutrition will be integrated into value chain activities is found in Annex D.

Agriculture will be transformed and modernized by creating *commercial agricultural systems* whereby men and women will benefit from more economically viable, efficient and financially rewarding relationships. While working with Ghana to move towards intensification and higher yields, USAID activities will incorporate information and planning tools that support sustainable food security outcomes, such as information about climate vulnerability in targeted areas, climate-informed scenarios, and understanding of historic experience in the agriculture sector with respect to natural resources, weather and climate. Specific practices that support sustainable land and natural resource use and adaptation to climate change, such as improved soil fertility management, rainwater management, improved water storage and efficient use, integration of tree species into farming systems, and diversification of crops toward those suited to climate stress will be applied where appropriate. These practices build resilience to climate variability and increase soil organic matter, fertilizer-use efficiency, and water infiltration, all of which

increase crop yields. Such interventions will be critically important especially in the North for both productivity gains and increased resilience to drought. Pre- and post-harvest loss techniques and technologies will be trained and introduced. Moreover, USAID activities will seek to identify and remove gender-based constraints that limit men's and women's ability to participate fully in commercial agriculture systems.

The productivity, efficiency, and depth of agricultural value chains are important elements driving commercial agriculture and agribusiness development. Key features of the Strategy to achieve more effective value chains will include (i) differentiated products; (ii) continuous innovation (in products, technologies, management, marketing, distribution); (iii) creation of higher value along the chain; (iv) use of variety of organizational mechanisms to achieve efficiency; (v) formation of alliances to achieve coordination; (vi) expansion of transactions beyond the usual spot market that will include contracts, vertical integration, and networks; and (vii) introduction of practices to meet environmental and social responsibility concerns.

USAID has had many years of experience implementing this approach in Ghana—most recently through the on-going ADVANCE Project. This project is also designed with the understanding that increased productivity (reduced costs) in the non-farm portion of the value chain often has as much to do with competitiveness as does farm productivity. Wringing costs out of value chains has put many multinational firms where they are. So there will be a balance to focus on increased productivity on the part of the post-harvest value chain portion also.

In general, value chain activities will:

- Create an environment to attract and keep private sector investment;
- Adopt a business philosophy emphasizing gains in the value chain to ensure sustainability;
- Support best commercial agriculture business models that lead to:
 - equitable participation of and access to resources by men and women farmers,
 - improvements in men's and women's lives, and
 - adherence to and application of appropriate NRM principles;
- Establish stronger and economically viable value chain commercial arrangements;
- Build on the USAID-funded ADVANCE project's efforts to facilitate transformational change;
- Adopt gender-equitable and competitive principles;¹³ and
- Ensure sustainability of proper land and resource management practices such as maintaining soil fertility, as well as build in climate change resilience.

The “package: of interventions under ADVANCE and future FTF programs involves more than the traditional recipe of improved inputs, financing, equipment, and training to increase yields or introduction of a new business culture. One lesson learned from the past that will be applied under the FTF approach is that significant effort will need to be made to affect a system change through facilitating increased investment and efficiencies across the value chain. It is system wide changes that are key to sustained change in productivity and is transformational. USAID has also learned that regarding increased investment, efficiency and productivity arise from increased investment in some combination of a) more robust and complex relationships among value chain actors and service providers, and b) innovations in technologies (not always high tech, or capital intensive).

The first point of entry to get development traction at the farm level will be with progressive farmers (medium to large) who have the greatest opportunity and potential, plus an ability to influence other farmers. Although in the minority among commercial farmers, women progressive farmers will be

¹³ See Rubin and Manfre. *A Guide to Integrating Gender Into Agricultural Value Chains*, Washington, D.C.: USAID, 2010.

recruited to the project. These and other farmers (particularly smaller farmers) will be pulled into the commercial value chain through out-grower schemes or other avenues to take advantage of greater economies of scale as well as the expanded production and marketing infrastructure. Out-grower schemes and other strategies will be analyzed from a gender perspective to understand the costs and benefits of participation by men and women farmers in these schemes. The Strategy will keep in mind that the beneficiaries of the FTF Strategy are the poor and expect that those included in the programs aimed at vulnerable households may at some point, be able to take advantage of the commercial value chains, such as sell their marketable surplus or get it milled.

Knowing that systematic improvement in land issues is a key constraint and a long-term agenda, it will be important to seek opportunities for short-term measures to facilitate commercial agricultural investment. Long-term policy and legal reforms are required on numerous fronts. It is important for any immediate program to encourage responsible commercial investment and design and put in place robust risk management measures. Both short- and long-term strategies will be guided by the Principles for Responsible Agricultural Investment which revolve around (a) respecting land and resource rights; (b) ensuring food security; (c) ensuring transparency, good governance, and a proper enabling environment; (d) consultation and participation; (e) responsible agro-enterprise investing; (f) social sustainability; and (g) environmental sustainability.¹⁴

In addition to building on the long-standing experience USAID has in value chain development, driving a step-change in the system overall can benefit from a new approach to value chain work.

The program will require that activities related to these components address any differences in men's and women's infrastructure needs and financial services. Community-level interventions will be required to demonstrate how both men and women benefit from training and are involved in decision-making processes around value chain investments.

The above discussion pertains mainly to the major crop value chains. Concerning *fisheries* resources, the FTF investments will build on USAID's current Integrated Coastal and Fisheries Governance (ICFG) Initiative, which started in FY 2010.

Currently, the coastal ecosystem governance is weak and there is neither a clear mandate nor capacity to engage in proactive land use planning and decision making at the community, district, and regional scales. Local demand for fish already outstrips supply, and the gap between supply and demand is expected to increase over the next decade. This places increasing pressure on fish stocks that are already considered fully or over exploited.

The Strategy is not proposing an exclusively technological fix to what ails this industry. The FTF strategy will also support improved management of the marine fishery. Given the present "open access" situation with little to no enforcement of regulations over the past years within the canoe, semi-industrial and industrial fishing environment, it is recognized that rules are not only necessary and must be enforced. Therefore, efforts will be made to increase enforcement capabilities as a priority.

This will start with promoting a movement from open access to "managed access". This means controlling entry into the fisheries sphere of Ghana, and over the long run, leading to the likelihood of reducing fleet capacity in the commercial and artisanal fisheries or capacity to implement other management measures that reduce overall effort. Managed access may also include a "rights-based system" whereby individuals or groups are allowed to only a specific share of benefits/catch, Over the

¹⁴ Principles for Responsible Agricultural Investment that Respects Rights, Livelihoods and Resources; discussion note prepared by FAO, IFAD, UNCTAD and the World Bank; January 25, 2010

life of the coastal fisheries program, USAID and CRC will likely work with local stakeholders on considering a number of “managed access” options, including closed or limited fishing seasons; gear restrictions; and/or the establishment of marine protected areas and no-go zones in sensitive coastal habitats such as mangroves, estuaries, and lagoons.

A detailed assessment of the interaction between environmental forcing factors (e.g., upwelling), fish biology (e.g., reproduction) and fishery/fisher behavior (e.g., gear types, etc. used when fishing) will be undertaken. This would provide empirical input on productive ways of improving management and would inform a co-management process. The strategy will also strengthen the fisheries data gathering system based on updating of the census of the three fishing fleets (canoe, semi-industrial vessels, industrial vessels) operating in Ghana’s marine waters. This will build on the work done by the U.S. National Oceanic and Atmospheric Administration to improved data collection and reporting for Ghana marine fisheries.

Fostering equitable participation of men and women in coastal ecosystem governance will be critical given women’s economic importance to the sector as “fish mammies.” Women finance most of the activities conducted by fishermen, allowing them to control when fishing occurs but are largely absent from the governance systems that manage the resource. FTF investments will support the participation of a wider range of stakeholders, particularly women, in enforcing new rules as governance around this resource shifts from open to controlled access. The Strategy will:

- Further support the development of a nested governance system for the Coastal Zone of the Western Region that can serve as a model for the nation, providing forums on fisheries and related resource conservation issues in the Western Region. The development of the system will pay attention to strategies that foster equitable participation of men and women in the forum. These strategies should aim to improve women’s attendance and the quality of their attendance in the forum.
- Help address the long-term decline in stocks and the increasing conflicts in fisheries.
- Analyze, identify and develop pilot value chain interventions to promote approaches to value chain development and livelihoods.
- Support research on marine pollution and water quality issues particularly on algal blooms affecting the livelihoods and food security of local people.
- Build the capacity of national-level government agencies to support policies, improved practices, and reforms by providing technical assistance and training for an Improved Fisheries Management system.

4.2. AGRICULTURE AND NUTRITION PROGRAMS

Program Objective: Reduce malnutrition and improve household resilience of vulnerable populations by (a) improving access to diverse quality food; (b) improving nutrition-related behaviors within vulnerable households; (c) Developing community mechanisms to identify and address their food and nutrition problems; and (d) strengthening coordination of government and other actors to meet food security and nutrition objectives.

This Resilience and Reduction of Undernutrition program will increase resiliency of at least 40,000 food insecure households with women of reproductive age and children under two in the Northern region of Ghana by providing a comprehensive package of services, and contribute to a 25 percent reduction in stunting among children under five. Nutritional status of young children in these vulnerable households

will improve and food income security will be strengthened, especially during the lean seasons. Community support systems will be reinforced to better mitigate shocks. Improved coordination among regional and district authorities will effectively address the food security needs of the most vulnerable. Activities will be intense but not costly (maybe a little more than 10 percent of the overall Development Assistance budget). See Table 3 below for a depiction of the characteristics of people considered “vulnerable” and “poor”: the target recipients of the Strategy’s attention.¹⁵

Table 2. Characteristics of Target Recipients

Group	Characteristics	Assets	Activities
Vulnerable (5%)	High numbers of orphans, school drop-outs, youth, economic migrants, widows with children, elderly, disabled, chronically sick	0–0.5 acres of land per active member; no livestock but 0–5 poultry; basic house with cooking equipment and clothes only	Sale of firewood, basket or rope making, collecting wild products, shea nut gathering, buying and reselling food stuffs
Poor (35%)	High proportion of widows with children, youth, semi-permanent migrants, migrants creating farms outside their tribal areas, small farmers with low labor capacity	0.3–2.5 acres per active member; 0–5 sheep/goats, 0–3 cattle per household; bicycle; roof sheets	Food crop farming and livestock rearing; petty trade; collecting, processing and selling natural resource products; seasonal and semi-permanent migration

Activities will be implemented within the communities where staple crop value chain activities will take place, but will target vulnerable households that would not be captured by a staple crop value chain approach. Hopefully some of these households will eventually be able to participate in the larger commercial value chains as their condition improves. USAID’s efforts will concentrate on value chains in which women have some control and decision-making power over the production, processing, or marketing of the crops, or livestock, as well as control over the income derived from sales of those products. Examples of these include horticulture and small animal husbandry, which are generally managed and controlled by women.¹⁶ In Ghana, activities of the USAID funded Global Livestock Project, ENAM (Enhancing Child Nutrition through Animal Source Food Management), showed positive results on improving production and consumption of animal source foods through a comprehensive approach that integrated income generation and nutrition education. USAID Title II programs in Ghana have also shown success in improving production of staple and non-staple foods. Nutrition and food safety education will be combined with microenterprise development so that men and women beneficiaries build resources and gain knowledge to provide safe and diverse diets to themselves, young children, and families. Male involvement is an essential aspect for the adoption of positive nutrition behaviors and practices.

Messages against child abuse and child trafficking as well as improved nutrition will be carried out among vulnerable households. Capacity-building in the use of good agricultural practices to prevent contamination of horticultural crops will result in higher yields and higher quality, safer products which

¹⁵ Source: MoFA (2007) and Devereux *et al.* (2008) – taken from Tackling Poverty in Northern Ghana, May 31, 2010; Document of the World Bank, Report No. 53991-GH

¹⁶ For a more detailed discussion and example of activities, see Assistance Options For Vulnerable Households In Ghana; Jason Wolfe, USAID/EGAT/PR/MD, July 2010.

will improve public health and develop markets for surplus products. Other aspects of household behaviors such as hygiene and sanitation are critical components to improve nutrition. Evidence shows that hand washing alone can reduce the incidence of diarrhea by 47 percent; diarrhea being both a potential cause and a consequence of undernutrition. By using evidence-based approaches (e.g., Community Led Total Sanitation), program activities will stimulate community mobilization and train local craftsmen (e.g., masons, carpenters) on inexpensive latrine construction or materials that could be purchased at the community level based on the types of latrines identified to construct by community members.

Improved access to diverse safe and quality food, especially for young children

Improved access to food can be accomplished through either direct consumption of produced goods or through purchase with improved incomes; most often improved access requires both approaches. In the northern areas of Ghana, both poverty and poor dietary diversity contribute to reduced access to diverse foods for the most vulnerable. Poverty is associated with lower consumption of a diverse diet including animal source proteins throughout Ghana, with particularly low diversity scores in the northern areas. Storage remains a major obstacle to food preservation and safety in Ghana that not only impedes direct access to food throughout the year, but also limits access to income since the majority of crops are sold post-harvest at low prices and then purchased at higher prices for consumption late in season. This strategy under the Agriculture Program explains that improving storage options will help address this problem.

The integrated program will require that implementing partners assess men's and women's roles to design interventions related to the four areas above that have the greatest chance for improving household and community resilience. For example, research on small-scale production activities through the ENAM Project found that men's perception and appreciation of women's activities had an impact on women's empowerment and use of income for the household,¹⁷ underscoring the importance of including men in nutrition programs.

Improved nutrition-related behaviors within vulnerable households

Interpersonal communication, linked with community-based monitoring, will promote positive household behaviors related to nutritional health. This approach will encourage not only households but also communities to support broader measures such as hygiene and sanitation improvements, while helping reduce social and cultural barriers to improved nutrition-related behaviors, such as dietary restrictions based on age or gender. Positive practices that affect nutritional status of women and children will be promoted and supported through a combination of household visits, community outreach events, mother-to-mother support groups and other community groups. Men will be also targeted to promote their role in supporting positive nutrition-related behaviors.

This sub-program on nutrition behavior will be intertwined with and will build upon mass media and community behavior change activities undertaken through Program Objective Three. It will also be coordinated with other USG efforts such as the President's Malaria Initiative (PMI), other USAID-funded health and agriculture programs, and related programs of the Ghana Health Service and other development partners and civil society groups to ensure complementarily and leverage additional resources and activities in target areas.

¹⁷ Rubin, Deborah. 2010. *Gender and Community Development: Experiences of GL CRSP projects in Ethiopia, Ghana, Kazakhstan, Kenya and Kyrgyzstan*. Washington, D.C.: USAID.

Communities able to identify and address their food and nutrition problems

Communities will establish food and nutrition objectives and will monitor their own progress by developing community-based nutrition monitoring systems. With data in hand, communities will be enabled to identify specific actions (e.g., diversified food production, fortification, improved storage or improved hygiene to reduce the incidence of diarrheal diseases) relevant to the local context and particular challenges. The integrated program will promote participatory practices that encourage men, women, and children to undertake and advocate for improvements to critical infrastructure through public works, facilitating effective engagement with local authorities, access to private sector credit, and potentially other support such as a small grants program. These actions will all be oriented to improve resiliency of households by allowing greater diversity and stability of income and access to food products.

One possible approach is to develop multi-sectoral collaborations to allow communities to systematically address food and nutrition challenges. All of the features of an improvement collaborative are applicable to improvement of services regardless of sector, including: shared improvement objectives; adequately supported quality improvement teams testing changes; an implementation package; regular analysis of measured results to guide quality improvement; shared learning for accelerated scale-up; spread of the successful strategy; and development or strengthening of relevant organizational structures.

Strengthened coordination of government and other actors to meet food security and nutrition objectives

USAID will work to strengthen cross-sectoral management of food security efforts at the central level as well as at the regional level. MOFA's Women in Agricultural Development (WIAD) is working on several integrated initiatives targeting women farmers, focused on dietary diversity and increasing access to nutritious foods, and has also been involved in the CAADP and METASIP review processes,

On the health side, the interagency nutrition working group chaired by the Ghana Health Service will be strengthened as a planning and decision-making body for health-related nutrition efforts, and will be encouraged to work more directly with WIAD. Increasing support to WIAD and utilizing USAID's position in health sector coordination to ensure that health actors become more involved with WIAD's initiatives will greatly contribute to progress toward FTF objectives. These actions will provide a forum for sharing of best practices in cross-sectoral food security interventions, and will help WIAD to become the lead agency for coordinating interventions to improve food security for vulnerable households.

4.3. NUTRITION PROGRAM

Program Objective: Improve nutritional status of women and children by (a) improving nutrition-related behaviors and community norms regarding nutrition; (b) expanding community-based treatment of acute malnutrition of children; (c) expanding the accessibility of safe quality foods available for child weaning in Ghana; and (d) identifying and addressing the root causes of severe levels of anemia among women and children in Ghana.

Efforts to decrease poverty and improve options for food consumption will not have a significant impact upon the nutritional status of most Ghanaians unless they are accompanied by strong household and community understanding and motivation to change child feeding behaviors, and improvements in nutrition services and products that are offered to the public. For this reason, FTF in Ghana will invest resources through USAID/Ghana's health program to prevent and treat undernutrition.

Improved nutrition-related behaviors and community norms regarding nutrition

USAID/Ghana is helping to expand and improve behavior change approaches related to nutrition and to develop training materials and approaches for infant and young children feeding and dietary diversity. In FY2011 a national Infant and Young Child Feeding (IYCF) campaign will be launched using mass media, a range of educational and community action materials, and community-led efforts and interpersonal communication by health staff and community volunteers. This campaign is expected to contribute significantly to improved feeding practices and increase the prevalence of minimum acceptable diet among children 6–23 months. USAID's Behavior Change Support Program (BCS) will design the national campaign with the active involvement of the GHS, coordinating outreach activities with JICA (Japan International Cooperation Agency), UNICEF, and the World Bank, all of which are active in nutrition promotion in the northern regions. This will ensure that messages heard across the country are uniform and consistent. This national campaign will target all adults who care for children less than five years of age throughout the country. Heads of extended families and household decision makers (most often men) will be a particular target group for this campaign, to improve allocation of household resources towards child nutrition. USAID will support all outreach components of this intervention in the regions currently targeted by USAID's overall health program (Greater Accra, Central, and Western), and in the northern regions targeted by the Feed the Future program, while the other areas of the country will receive the same package of outreach materials delivered through other actors (GHS with support from UNICEF, JICA, World Bank, etc.)

Key messages and related activities will promote the following behaviors:

- Exclusive breastfeeding through the first six months of life
- Complementary feeding as of six months of age
- Dietary diversity
- Maternal nutrition
- Care of sick children
- Utilization of maternal, child health and nutrition services
- Household water treatment
- Hand washing with soap
- Safe sanitation practices

Expanded community-based treatment of acute malnutrition of children

Since 2008, USAID/Ghana has supported a community-based program to treat acute undernutrition (CMAM). Through the FANTA-2 project (Food and Nutrition Technical Assistance), USAID provides technical assistance to the Ghana Health Service (GHS) to integrate CMAM services into the district health system. A Severe Acute Malnutrition (SAM) Support Unit was established at the Nutrition Department of the GHS to provide technical support for CMAM implementation and coordination of CMAM activities in the country. From an initial pilot in two districts, the GHS plans to scale up the CMAM program nationally; USAID is already beginning this effort with support from UNICEF in the Northern Region. The CMAM platform also provides opportunities for improving the skills of health care providers, community outreach workers, mother support groups, and community health workers to provide quality nutrition services for mothers and children under two years of age.

To increase the reach and sustainability of the program to combat malnutrition in children, USAID is building private sector capacity for local production of ready-to-use food to be used in treatment of severely malnourished children. Local production is expected to start in FY 2011.

Expanded accessibility of safe quality foods available for child weaning in Ghana

The normal weaning foods used in Ghana are thin gruels based on cassava or other starches, which provide carbohydrates and assuage hunger but are otherwise quite poor in nutrition. In order to facilitate the adoption of improved weaning practices and increase the nutritional content of the diets of young children, USAID is exploring strategic partnerships to promote nutritional products that have a critical set of attributes including: a) would fill specific nutritional gaps in the existing diet of pregnant women and/or young children; b) can be marketed at a low enough price point to be feasibly accessible by the lower income segments of the population; c) has a reasonable chance of becoming sustainable over the medium term; and d) has significant existing support including investment from other private sector, government or civil society agencies.

A variety of actors, including private sector companies, Ghanaian universities, and non-governmental groups, have approached USAID with potential products and strategies in this regard. USAID will continue to track the progress of the different initiatives already underway, including several that already have support from other USAID programs such as CRSPs (Collaborative Research Support Program), and will determine whether any of them are likely to meet the four criteria listed above.

A critical related issue is access to clean and safe drinking water and sanitation facilities, which greatly impact the health of women and children and will be assessed and considered in the context of this intervention.

Causes of severe levels of anemia among children in Ghana identified and addressed

The levels of maternal and children anemia in Ghana, 59 percent and 78 percent respectively, actually increased between 2003 and 2008 according to the 2008 Ghana Demographic and Health Survey, even though other health indicators improved over the same period.

Maternal anemia is a major factor in both maternal and infant health in Ghana, which are the focus of USAID's current maternal and child health program. To address the problem of maternal anemia, USAID/Ghana is providing support and technical assistance for quality prenatal services, coordinated with malaria prevention and deworming activities. USAID's ongoing programs to improve the quality of maternal health services will include a sharper focus on maternal anemia prevention and treatment during the prenatal period.

Unlike maternal anemia, there is not a sufficient evidence base nor are there extensive programmatic experiences to inform child anemia programs. The causes of anemia in young children are multi-faceted, and while closely linked to maternal health and nutrition, cannot be explained by poor maternal nutrition alone. Many factors including dietary insufficiency during weaning, repeated bouts of malaria, diarrhea and other diseases, intestinal parasites, and even high prevalence of the sickling trait have been posited to explain the extraordinary levels of child anemia in Ghana. Some of these factors are being addressed through other programs, such as the expansion of malaria prevention programs and school-based deworming interventions. However there is a compelling need to obtain current information on the relative importance of contributing factors, service delivery challenges, and barriers to reducing prevalence of anemia in young children. USAID will consider supporting Ghanaian public health and nutrition research institutions to perform operations research that will include problem identification and the development and application of improved tools, technologies, and approaches for addressing child anemia. Approaches identified as being the most promising will be field tested by existing USAID health activities to determine their potential to be scaled up to a national level. This activity will be performed in collaboration with other established and recognized institutions to contribute to local capacity strengthening and sustainability.

5. WHOLE-OF-GOVERNMENT COORDINATION

A country level USG Food Security Committee has been formed within Ghana's U.S. Embassy Mission with senior leadership provided by the Ambassador, USAID's Mission Director, and MCC's Resident Country Director. The Committee includes core group members from USAID, State, MCC, Peace Corps and USDA who have technical and/or programmatic responsibilities related to food security, economics, and agriculture.

6. MONITORING AND EVALUATION

USAID/Ghana will continue using the basic methodology of its existing Performance Monitoring Plan (PMP) for 2009–2013 that includes its monitoring of regular Development Assistance funds, GFSR, and FTF funds. With technical support to be provided by USAID/Washington, USAID/Ghana will build on its current monitoring and evaluation (M&E) systems to design and establish a comprehensive new FTF M&E system and PMP in 2011. In addition, the Mission has several years of experience using the Initiative to End Hunger in Africa (IEHA) monitoring and reporting system which will form the foundation for FTF monitoring and reporting. Since Mission implementing partners will be the source of a great deal of information, their own monitoring and reporting systems will be set up to provide the appropriate sex-disaggregated data, results, indicators, followed by regular monthly, quarterly, semi-annual, and annual reports to comply with the Operating Unit's overall M&E system requirements. The Mission will be more watchful in ensuring that sex-disaggregated data is collected at all levels of indicators (outputs, outcomes and impacts), and will use available resources to invest in more in-depth analysis of the impacts of programs on men and women.

Data Quality and Management: FTF M&E will benefit greatly from assistance provided by the USAID's GSSP project to strengthen Ghana's agricultural statistics system. A new system is being launched in 2011 called the Ghana Agricultural Production Survey (GAPS). The key improvements to be made in the current Multi-Round Crop and Livestock Survey (MRCLS) are a disaggregated and updated sample design (district representativeness), expanded scope and depth of (geo-referenced) agricultural information collected, and new and enhanced management system consisting of improved data management practices and tailored software for improved and timely data processing, monitoring, and reporting. This resource will provide unprecedented household (gender disaggregated) information on an annual basis to help report on a number of FTF indicators.

Other than the in-house sources of information, various other M&E analytical tools, structures, and approaches will be considered for establishing baselines and constant monitoring. These options include instruments like the Ghana Living Standards Survey (GLSS- the local version of the LSMS), Participatory Poverty and Vulnerability Assessment (PPVA), Poverty and Social Impact Analysis (PSIA), and the Northern Ghana Food Security and Nutrition Monitoring System.

Data from the Demographic and Health Survey, which was last conducted in Ghana 2008, provides the baseline for nutrition and maternal and child health interventions. The USG will support this survey again in 2011, and therefore will have access to important data to assess the impact of the program at its midpoint. The Multiple Indicator Cluster Survey, conducted by UNICEF with support from USAID and planned for 2011 and 2015, will provide impact data to assess the success of the FTF program in Ghana at the conclusion of this Strategy period.

Developing National/Regional Capacity to use Data: IFPRI (through the GSSP project) is helping to establish the CAADP Strategic Analysis and Knowledge Support System (SAKSS) Node and will continue to provide the professional guidance to the country to ensure high quality statistical data remains available.

In addition, a Technical Services staffer will support the ASWG Secretariat in carrying out its functions effectively, including tasks like helping stakeholders (especially MOFA) keep track of agricultural related public and private sector investments and foreign support to the sector. There may be times where additional design work will be needed to create results monitoring frameworks for new activities and assist in modifying existing frameworks by adjusting indicators, defining baselines and setting targets. In addition, the Mission will be a partner in Joint Sector Reviews of agricultural sector performance conducted jointly by MOFA and development partners according to a mutual agreement the Mission supports for transparency, accountability, benchmarking, and results monitoring.

Impact Evaluations: The USG will ensure that evaluations for FTF will be adequately covered by above mentioned Technical Services PASA. One of its primary objectives is to evaluate and assess impact of the USAID/Ghana/EG portfolio of investments, in relationship to GOG and donor portfolios, and in relationship to Ghanaian needs in order to make progress towards MDGs and sustaining status of a middle income country. This includes providing relevant information for design of new and/or scaled-up projects as USG increases its investments in Ghana.

Evaluations will include both qualitative and quantitative methods. The hypothesis is that the development process itself can have a significant impact on and bring change to the Ghanaian environment. The objective is to test how much influence FTF programs have had on human behavior, human attitudes (e.g., trust in value chain systems), business and commercial practices, establishment of value chain linkages, increased livelihood options, smoothed out income flow over time (not just level of income), institutional efficiency and quality service delivery, and the programs' impact on reducing key gender disparities. In addition, the programs should be evaluated to see if they were effective enough to bring about a transformative change or improvement in the lives of the poor, mainly in the northern regions.

7. FINANCIAL PLANNING

As a principle for establishing an FTF program in Ghana, the FTF Strategy is closely aligned with Ghana's CAADP approach and its Country Investment Plan (CIP) known as the Medium Term Agriculture Sector Investment Plan (METASIP). Ghana's METASIP for 2011 to 2015 aims at modernizing agriculture, to increase food security, employment and incomes and reduce poverty and a structurally transformed economy. Therefore, this will be the source of GOG public sector matching funds to the USG FTF in Ghana.

The total expenditure required for implementation of their investment plan is estimated at \$1,071.6 million over the five years from 2011 to 2015. This is based on a recent (September 2010) revision to their original investment plan presented at the June 2010 High-Level Regional CAADP Meeting for West Africa in Dakar. The Government intends to meet the costs for METASIP, estimated as \$1,072 million over this period, through domestic and international sources. Domestic sources include (i) increased budget allocation from the Government; (ii) recovery of costs for parts of the METASIP; and (iii) other internally generated funds. The Government intends increasing its spending on rural development to reach the target of 10 percent of its total budget, as agreed in the Maputo Declaration. METASIP proposes spending very significant amounts on private-public partnerships to reduce the cost of capital and stimulate market-oriented investments. Government investment would be recovered, at least in part, from the private sector partners who would include FBOs. The volume of outlays to be recovered will be determined as agreements are reached with private sector partners.

The Development Partners signed a CAADP Compact with Ghana in October 2009, acknowledging that achieving the Millennium Development Goals (MDGs) and meeting Ghana's agriculture vision requires

increases in the volume, quality and effectiveness of development assistance. Therefore, they commit collectively to harmonize and align their assistance to the sector, in line with the programs and priorities identified in Ghana's FASDEP II (policy document) and Sector Plan (2009–2015) agenda. The Development Partners agreed to work towards the scale up of assistance in the medium to long term, in order to help meet investment costs of the programs defined under the agenda. In the same spirit they will, in consultation with the government, provide indications of future aid to the sector on a multiyear basis in order to improve predictability and allow better planning, budgeting, and implementation. In this respect, at the June 2010 High-Level Regional CAADP Meeting, the USG pledged \$35 million of FY 2010 funds for food security assistance in Ghana. The US was the only donor country to make such a pledge and Ghana was the only country in the West African region to receive a financial commitment from a donor.

The DPs have consistently said they would, to the maximum extent possible, provide financial/non-financial aid and related technical assistance in line with appropriate principles. This will reinforce the use of country systems which could include such modalities as budget support, government accounting systems, procurement, common reporting requirements, common fiduciary and risk management measures, which include the principles and mechanisms for dialogue, coordination, mutual review, and accountability. These mechanisms will leverage country ownership, reduce transaction costs and speed up implementation.

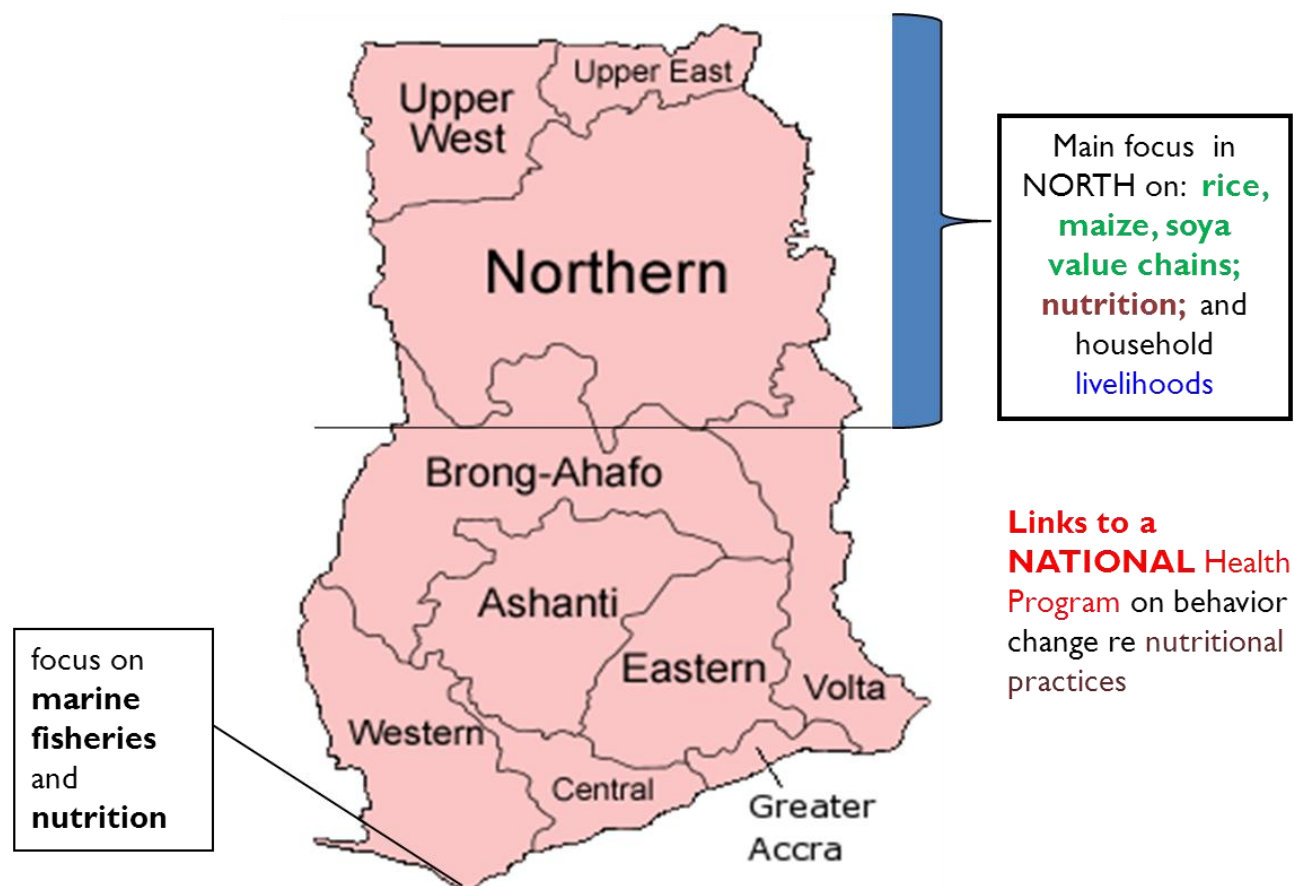
Specific roles include:

- Contribute financial/non-financial and technical resources to support the achievement of sector objectives within the parameters of the prevailing policy framework;
- Continue to seek new opportunities to harmonize and align their assistance according to the Government's Harmonization Action Plan;
- Engage constructively in policy dialogue relevant to agriculture and related sectors;
- Facilitate government management of financial / non-financial and technical assistance;
- Participate in and support sector monitoring and evaluation efforts and feedback into policy.

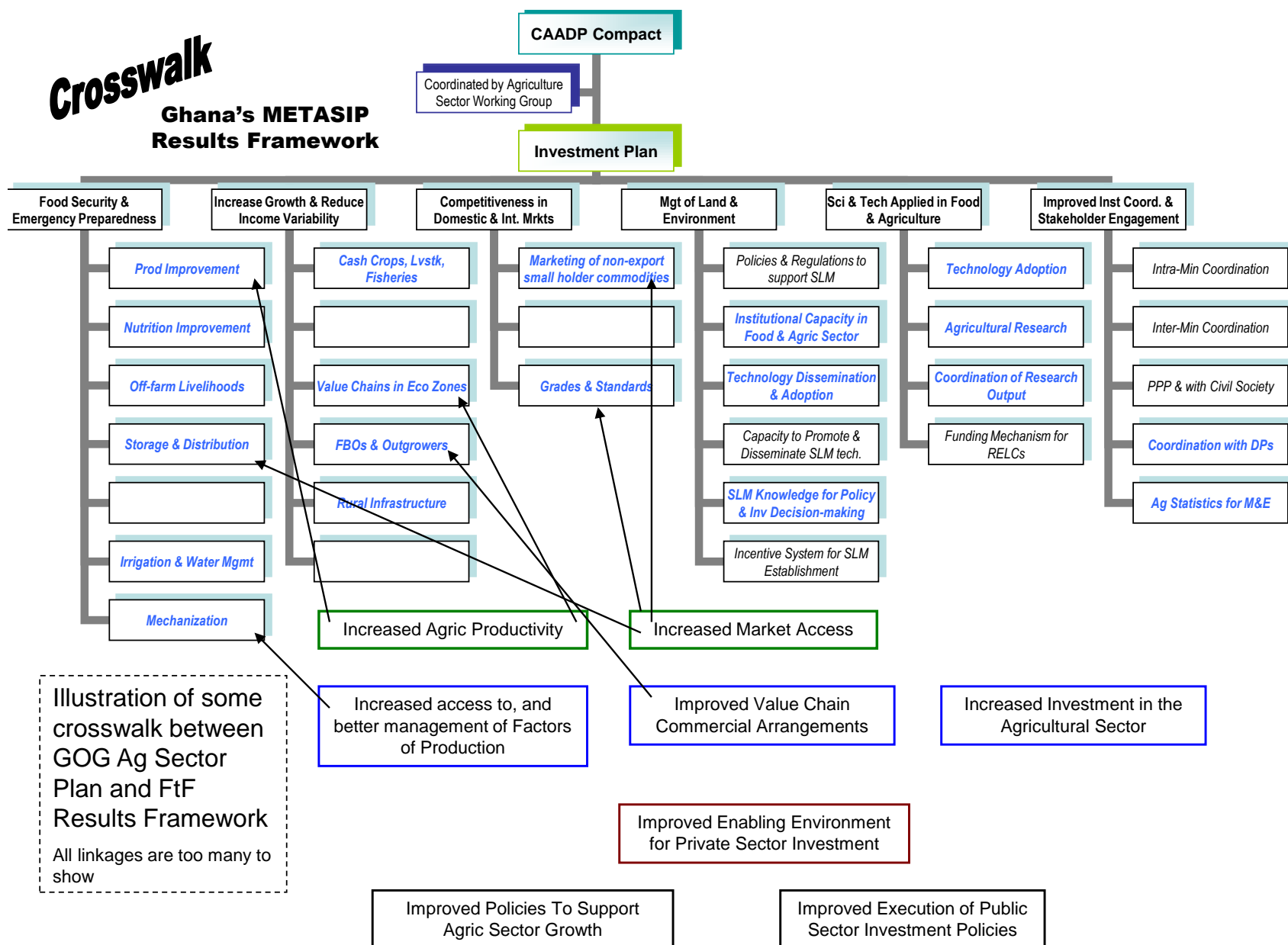
Everyone anticipates considerable contributions from the private sector but no exact estimates are available at this time. The USG FTF program expects that the multi-donor effort (especially with the World Bank) with government on a major commercial agriculture initiative will leverage substantial investment resources from the private sector. Work is about to begin with USAID funding to conduct feasibilities for these investment opportunities.

8. ANNEXES

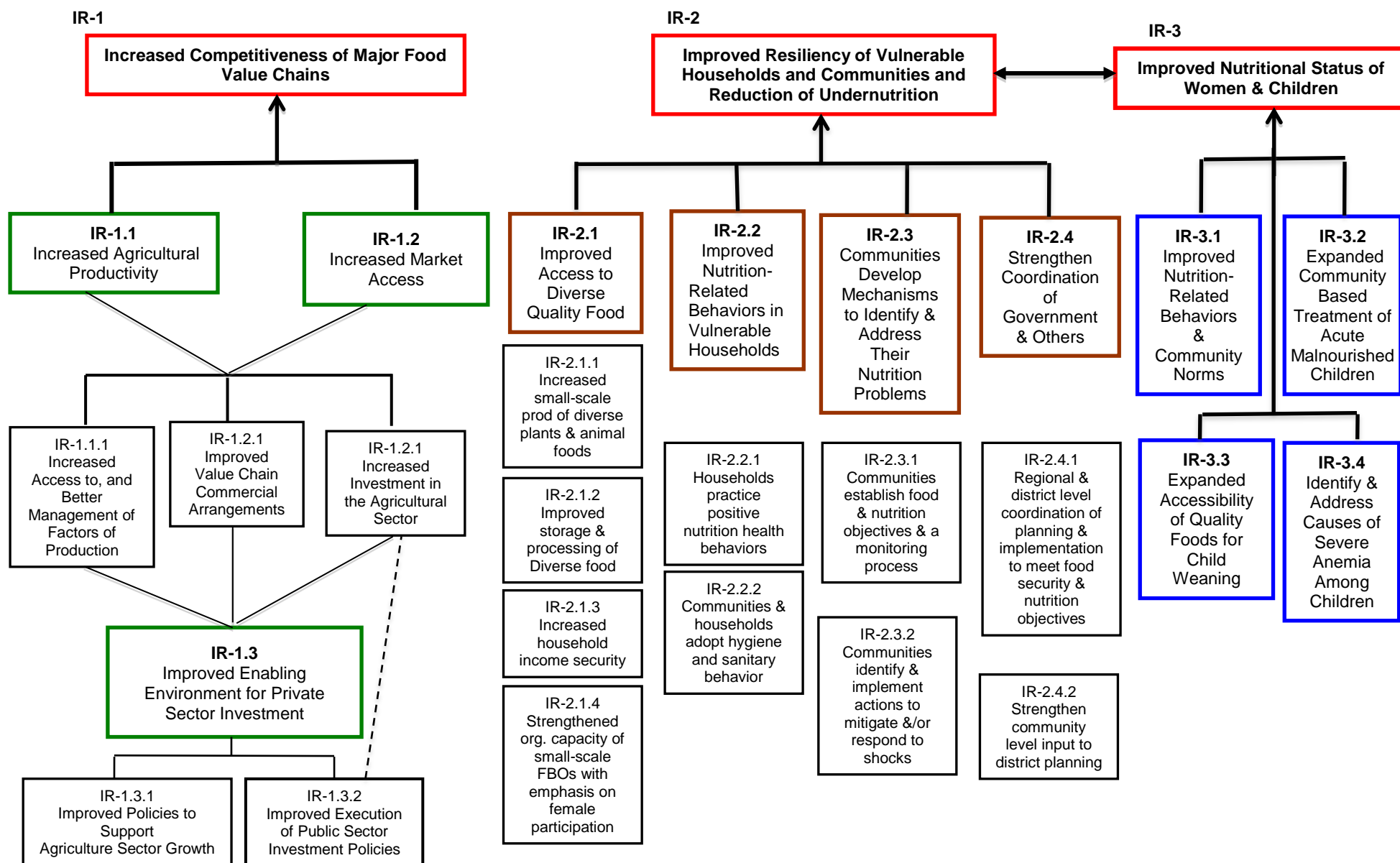
ANNEX A. GEOGRAPHIC FOCUS OF FEED THE FUTURE GHANA



ANNEX B. CROSSWALK BETWEEN GOG CIP RESULTS FRAMEWORK AND GHANA FTF RESULTS FRAMEWORK

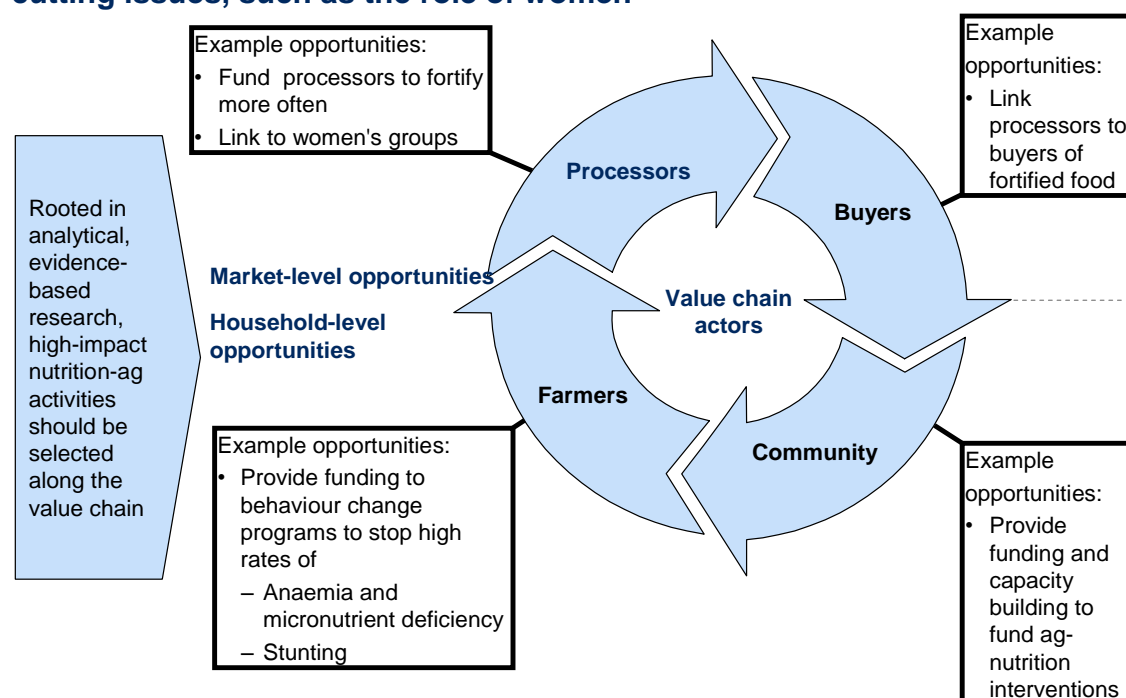


ANNEX C. DETAILED USG GHANA FTF RESULTS FRAMEWORK



ANNEX D. EMBEDDING NUTRITION INTO VALUE CHAIN ACTIVITIES

Value chains present opportunities to impact nutrition and other cross-cutting issues, such as the role of women



Traditionally, malnutrition has been addressed in a siloed approach using very bottom-up, community-level interventions largely run in coordination with the Ministry of Health and with large development partners like UNICEF. The heavy focus on the health side of the story is quite important, but there are also many potential opportunities to improve nutritional outcomes using the agricultural value chain work. This is not to say only do one or the other (value chain-based only, or standalone health interventions only), but rather effort should be put into seeing where the opportunities are to link the agriculture work with nutrition, and use that platform to improve the overall situation. The figure above gives examples of what can be done by looking at the value chain, and considering various interventions: everything from linking maize/soy producers with feed producers to increase the general availability of protein in the market by lowering input costs for local livestock producers, to increasing production and availability of fortified foods, including biofortified crops such as “orange” maize and sweet potatoes as a source of Vitamin A to grassroots interventions at the household level to drive behavior change towards better dietary habits. Interventions will have to be coordinated with on-going programs like USAID’s ADVANCE project and newer agriculture-nutrition program.

Further, nutrition has a clear link with the role of women. Women in Ghana traditionally prepare the food for the household, as well as grow the staple crops if the household operates a subsistence farm. However, women have a small presence commercially (only 36 percent of FBO members are female), and rarely make income expenditure decisions, which is considered the realm of the husband. Often, men spend extra money on items other than more nutritious foodstuffs, or even buying more food. As such, improvements in income due to the value chain work will not necessarily lead to improvements in the role of women or their families’ nutrition. In fact, in some places in the Sahel, nutrition indicators went down as families engaged in cash crop production, as they used the land they had been growing more diversified foodstuffs on for cash crops. Thus,

strong coordination needs to happen between the broader value chain work, and the impact it is having on nutrition/diet and spending behaviors at the household level—otherwise, it there could be negative implications.

As such, we propose the following approach to ensure nutrition is part of the broader staple crop value chain transformation work in a way that is mutually beneficial and complementary:

- Fund Ghana-specific research at around \$1 million per year to get a baseline set of data on malnutrition in the country (to be included in surveys that that measure a whole host of other variables such as access to resources and income), and use that to help inform the value chain locations as one of the selection criteria. Most importantly, the research should identify, examine, and prioritize the possible nutrition interventions that relate to the rice, maize, and soy value chain work; this will then allow for the broader value chain programming to be coordinated with complementary nutrition interventions.
- Similar to the staple crop value chain program, create a \$3 million per year investment fund to action the interventions identified and prioritized in the research. Examples of the types of interventions one could envision could be: helping rice and maize processors buy fortification equipment, linking maize/soy producers with local feed producers with guarantees, and funding community-level interventions to train agriculture extension agents to also deliver nutrition-related messages.
- Set aside roughly \$1 million per year to work on program development and capacity-building to create the projects that will come out of the research, and investment fund.

While deeper analytical work is needed to validate these outcomes, possible quantitative impacts that could be achieved by this program include a correlation between increased agricultural income and positive change on all nutrition indicators, including childhood anemia rates dropping to less than 50 percent, and the percent of children who are stunted falling below 15 percent, especially in the targeted value chain region(s). Future activities should also look for opportunities to mitigate completion or promote synergies between food and cash crops. For example, explore intercropping nutritious legumes or planting high value horticulture crops, and improving on-farm storage to respond to the need to produce more on limited land. Another researchable topic could be examining the decision-making processes at the community and household levels around production, marketing, and consumption of food versus cash crops.

ANNEX E. PROPOSED GHANA FEED THE FUTURE INDICATORS

Indicators in **green** will be reported on in addition to the required indicators in **red**.

Level	Proposed Indicator
Goal: Sustainably Reduce Global Poverty and Hunger	Prevalence of Poverty: Percent of people living on less than \$1.25/day, disaggregated by sex **
	Prevalence of underweight children under 5, disaggregated by sex**
Key Objective: Inclusive agriculture sector growth	Percent growth in agricultural GDP**
	Expenditures of rural households (proxy for income), disaggregated by sex of head of household **
	Gender perceptions index**
Key objective: Improved nutritional status especially of women and children	Prevalence of stunted children under 5, disaggregated by sex**
	Prevalence of wasted children under 5, disaggregated by sex **
	Prevalence of underweight women**
IR 1: Improved Agricultural Productivity	Gross margin per unit of land or animal of selected product (crops/animals selected varies by country), disaggregated by sex of manager/user of land**
IR 1.1: Enhanced human and institutional capacity development for increased agricultural sector productivity	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training, disaggregated by sex.**
IR 1.2: Enhanced Technology Development, Dissemination, Management and Innovation	Number of additional hectares under improved technologies or management practices as a result of USG assistance, disaggregated by sex of manager/user of land **
	Number of new technologies or management practices made available for transfer as a result of USG assistance
	Number of farmers, processors, and others who have adopted new technologies or management practices as a result of USG assistance. (Where the unit is an individual, e.g., farmers, the indicator will show disaggregation by sex.)**
	Number of rural households benefiting directly from USG interventions, disaggregated by sex of head of household.
	Number of new technologies or management practices under field testing as a result of USG assistance
IR 1.3: Improved Agricultural Policy Environment (increase productivity)	Number of policies, regulations, administrative procedures analyzed as a result of USG assistance
	Number of policy reforms, regulations, administrative procedures prepared with USG assistance passed/approved

Level	Proposed Indicator
	Number of policy reforms, regulations, administrative procedures drafted and presented for public/stakeholder consultation as a result of USG assistance
IR 1.4: Enhanced institutional capacity development for increased ag. sector productivity	Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance
IR 1.5: Agricultural producer organizations strengthened	Number of producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance**
	Percentage of women in producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance**
	Percentage of women in leadership positions in producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance**
	Number of members of producer organizations and community based organizations receiving USG assistance, disaggregated by sex of member.
	Number of producers org's, water user assoc's, trade and business assoc's and community-based org's who have adopted new tech's or mgt practices as a result of USG assistance**
	Percentage of women in producers organizations, water users associations, trade and business associations, and community-based organizations (CBOs) who have adopted new tech's or mgt practices as a result of USG assistance **
IR 2: Expanding Markets and Trade	Percent change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance**
	Value of incremental sales (collected at farm/firm level) attributed to FTF implementation**
IR 2.1: Enhanced Human and Institutional capacity dev't for agribusiness growth	Institutional capacity of relevant national statistical office to collect high-quality agricultural data
IR 2.3: Enhanced Agricultural Trade	
IR 2.5: Property Rights to Land and Other Productive Assets Strengthened	Number of hectares of farmland registered in the name of the user disaggregated by sex of user**
IR 2.6: Improved Post-harvest market information	
	Kilometers of feeder roads improved or constructed**
IR 2.7: Improved access to business development and sound and affordable financial and risk management services	Value of Agricultural and Rural Loans made to MSMEs**
	Number of MSMEs receiving USG assistance to access bank loans or private equity, disaggregated by sex of owner
	Number MSMEs receiving business development services from USG assisted sources, disaggregated by sex of owner

Level	Proposed Indicator
IR 3: Increased private sector investment in agriculture and nutrition related activities	Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation.**
	Number of public-private partnerships formed as a result of USG assistance
IR 4: Increased agriculture value-chain productivity leading to greater on and off-farm jobs	Number of jobs attributed to FTF implementation, disaggregated by sex**
IR 5: Increased resilience of vulnerable communities and households	Change in average score on Household Hunger index , disaggregated by sex of household head**
	Reduction in stunting among children under five, disaggregated by sex
	Number of women with effective control of productive assets
	Number of vulnerable households that benefited directly from USG assistance
IR 6: Improved access to diverse and quality foods	Percent of children 6-23 months that received a Minimum Acceptable Diet, disaggregated by sex**
	Number of beneficiaries with access to home or community garden, disaggregated by sex
IR 7: Improved nutrition related behaviors	Prevalence of exclusive breast feeding of children under six months**
	Percent of children 6-23 months that received a Minimum Acceptable Diet, disaggregated by sex**
IR 8: Improved utilization of maternal and child health and nutrition services	Prevalence of maternal anemia**
	Prevalence of child anemia
	percent of children who are wasted

ANNEX F. DETAILED GENDER ANALYSIS FOR FEED THE FUTURE STRATEGY

The Ghana Multi-Year FTF strategy is designed to enhance men's and women's contributions to and benefits from agriculture and nutrition programming. Growth in the agriculture sector relies heavily on the inputs from both men and women at different levels. Women are responsible for the production of 70 percent of food crops, while men dominate in cash crop production.¹⁸ An estimated 90 percent of food processing in Ghana is done by women, making them key stakeholders in improving agriculture and nutrition links.¹⁹ "Fish mammies" are responsible for up to 90 percent of artisanal fisheries production, processing and marketing.²⁰ Moreover, women, as traders and *Market Queens*, facilitate domestic and regional trade of food and cash crops. At the same time, current practices and behaviors around the allocation of income and other resources severely limit the potential to improve the nutrition of men, women, and children.

Recognizing the critical need to respond to the diverse opportunities and constraints presented by gender relations in Ghana, the GOG has made it a priority to include women in efforts to modernize the agriculture sector and is committed to removing the constraints that limit women, as well as men, from contributing fully to food security. The USG will support these priorities by adhering to a set of principles for gender equitable agricultural growth and nutrition programming that will guide its investments.

- **Overcome gender-based constraints to agricultural productivity.** Women as much as men contribute to the production of the targeted staple crops (maize, soy, and rice) and fisheries, making it necessary to remove gender-based constraints to productivity. Disparities in men's and women's access to improved technologies, training information and services may severely constrain outcomes or increase inequalities between men and women. Some of the most critical gender-based constraints include women's limited access to technical information and inputs as a result of limited time available for them to attend trainings or social norms that restrict their interaction with men input suppliers.²¹ They also have less access to cash to purchase inputs or hire labor.

FTF programs in Ghana will address these and other gender-based constraints by supporting efforts to integrate gender analysis into value chain facilitation models, thus ensuring that private sector-led approaches are stewards of efficiency and equity.²² In collaboration with the private sector, efforts will be made to identify agricultural practices and technologies that will reduce women's time, financial and labor constraints in staple crop value chains. Although few women farm independently, commercial agriculture programs will recruit progressive women farmers to act as role models to other women farmers. Additionally, given women's unique role in trading as *Market Queens*, FTF investments will explore how to engage them in upgrading the quality and transportation of marketed produce.

- **Address the distinctive needs of women.** Under customary law, women are obliged to assist their husbands to acquire wealth, but have no rights to the assets acquired from that wealth. Women are also expected to work on their husband's or family land before attending to their own plots. They often have microenterprises involved in food processing, petty trade, handicrafts or

¹⁸ FAO. *Gender and Land Rights Database*. <http://www.fao.org/gender/landrights>

¹⁹ Dejene, Yeshiareg 2008. *Ghana Country Gender Profile*. Human Development Department. African Development Bank

²⁰ Ibid.

²¹ Kabutha, Charity 2010. Ghana Agricultural Development and Value Chain Enhancement (ADVANCE) Program. Advance Program. Ghana: USAID.

²² See A Guide to Integrating Gender Analysis into Agricultural Value Chains.

dress-making but lack credit to grow their businesses. Relative to men, women spent three more hours a day on household responsibilities because social expectations place the majority of reproductive responsibilities on them. Some of these responsibilities include managing the day-to-day household finances and food preparations. The conditions these factors create leave women with little time to invest in their own income-generating activities and with little access to rewards for their unpaid labor inputs. Programs will need to consider the distinctive needs of women through baseline and gender assessments. Likely interventions include: designing appropriate financial services to support women's savings and credit needs; allowing them to better manage household finances and invest in income-generating activities; identifying mechanisms to explicitly reward women's unpaid contributions to household production; and assisting women (or women's groups) to access technology to improve food processing.

- **Improve resiliency of vulnerable rural populations.** While both men and women are vulnerable to poverty, women in Ghana are concentrated in agricultural activities with the greatest vulnerability. They are food crop farmers, unpaid workers and among the self-employed in the informal sector. Food cropping is the domain of women, which means that the higher incidence of poverty among food crop farmers is likely to increase women's vulnerability to poverty relative to men. In some parts of Ghana, hired labor constitutes up to 30 percent of total labor input.²³ The young men hired as part of "harvesting gangs" that harvested crops and young women who aggregate produce in rural areas and urban markets are also particularly vulnerable. Efforts will be made to identify income security opportunities suitable to men's and women's asset levels in order to strengthen households' ability produce or purchase food year round. In addition, programs will target specific interventions to address the vulnerability of the men and women wage workers.
- **Design equitable access to the rewards from agricultural enterprises.** As investments in commercial agriculture formalize arrangements between actors along the value chain, financial institutions become involved in facilitating distribution of payments. This can reduce women's already limited access to income. Even without the formalization of these practices, men have greater decision-making power over income despite women's contributions to production. To address these issues, USAID/Ghana will support approaches that improve household budgeting practices and identify payment mechanisms in commercial value chain arrangements that ensure men and women have access to income.
- **Engage men and women in improving nutrition of all household members.** Understanding both men's and women's roles and knowledge of feeding behaviors is critical to being able to design interventions that overcome gender-based constraints to improving nutritional behaviors. Income diverted away from the household can strain its ability to appropriately feed all members of the household, while social norms may lead to the existence of prevailing feeding practices that jeopardize children's nutritional status. Men and women are both responsible for improving nutrition at the community and household levels which means that USAID/Ghana will support behavior change activities to improve household nutrition through better allocation of household income and increase women's nutritional knowledge and practices.
- **Foster equitable participation in decision-making processes at all levels (e.g., community organizations, producer associations, local government).** According to the ADVANCE Gender Assessment, women make up only 36 percent of FBO members and are underrepresented in leadership positions. This limits their ability to access credit and new market

²³ Runge-Metzger, A., and L. Diehl. 1993. *Farm Household Systems in Northern Ghana*. Agricultural Research Report 9. Nyankpala Agricultural Research Station, Tamale, Ghana.; Nyankpala Agricultural Experiment Station.

opportunities that will flow through FBOs and improve their productivity. In fishing communities, women finance most of the activities conducted by fishermen, allowing them to control when fishing occurs. At the moment, they are largely absent from the decision-making processes that manage the resources. The governance around this resource is shifting from open to controlled access and will need to engage a wider range of stakeholders in enforcing new rules. At the community level, where traditional authorities still govern on a variety of issues, *Queen Mothers*, who play important roles in mediating social relations at the community level, and other women are excluded from decision-making processes.²⁴

A range of interventions under this Strategy will work through FBOs and other producer associations, as well as community-level groups, to achieve its growth and nutrition outcomes. Efforts under this Strategy will foster equitable participation in decision-making processes and will design actions that improve women's substantive participation in these institutions. It will aim to increase women's participation in a diversity of leadership roles. Community-led initiatives, particularly those envisioned under the agriculture and nutrition program will ensure that women and their needs are represented in activities to improve food security.

- **Promote the use of gender analysis by policymakers and analysts as a tool for improving the enabling environment.** Investments at the policy level tend to overlook the importance of gender analysis and capacity building for creating an inclusive agricultural enabling environment. USAID/Ghana will capitalize on its partnership with IFPRI in the GSSP to make targeted investments to generate information on gender inequalities in the smallholder agriculture sector and differences of the impact of the binding policy constraints (e.g., land) on men and women. USAID will also support GOG efforts to mainstream gender in research and in line ministries, for example through the support to MOFA's WIAD.
- **Improve knowledge of the performance of USG investments in supporting women and reducing gender inequalities in agricultural and nutrition programming.** All FTF Strategy funded programs will be required to conduct baseline surveys that collect sex-disaggregated information and routinely report on gender differences in key performance indicators at output, outcome, and impact levels. Annex I shows the level of disaggregation of select FTF indicators that will be required. USAID/Ghana will engage new monitoring and evaluation support programs to conduct gender analysis and evaluate how USG investments have affected men and women differently. Specific gender-related research may be requested, for example monitoring the impact of commercial agricultural development on the nutrition of different members of households.
- **Strengthen capacity and confidence of USAID/Ghana to lead gender-equitable agriculture and nutrition programs.** Internally, USAID/Ghana will continue to ensure that new assistance and acquisition requests build-in requirements for gender integration. It will also invest in sector-specific gender assessments to inform the design of new programs. USAID/Ghana will shortly have a gender assessment conducted of its programs, which will enhance the Mission's knowledge of how to design gender equitable programs. In addition, it will invest in training for the FTF team on gender issues in value chain and food security programs. USAID/Ghana will also use its leadership role in the Agriculture Sector Working Group to encourage sharing of best practices on how to address gender issues in the agriculture sector.

²⁴ ADB 2008

More specific activities illustrating how the Strategy will enhance men's and women's contributions to and rewards from programs are included in different sections of this document, with a more detailed list of potential actions provided in the following table.

Ghana Core Investment Areas		Illustrative Actions to Promote Gender Equitable Agricultural Growth and Nutrition Programming
Agricultural Programs	Promote the use of gender analysis by policymakers and analysts as a tool for improving the enabling environment.	Support research on the key government policies or practices that prevent women from participating in agricultural development. Research should generate information on gender inequalities in the smallholder agriculture sector and differences of the impact of the binding policy constraints (e.g., land) on men and women.
		Offer trainings to assist policymakers in understanding the differential gender impacts of policy.
		Engage women's advocacy groups in policy dialogue and consultation.
		Support an advisor within MOFA's WIAD.
	Ensure that commercial agriculture overcome gender-based constraints to productivity and competitiveness.	Support efforts to integrate gender analysis into value chain facilitation models, like Integrating Gender into Agricultural Value Chains (INGIA-VC).
		Recruit and support progressive women farmers in commercial agriculture.
		Ensure programs design strategies to improve access to information, inputs and services in ways that reach both men and women farmers.
		Identify payment mechanisms in commercial value chain arrangements that ensure that men and women have access to income.
		Promote approaches that foster equitable resource allocation between men and women in family farm enterprises.
		Identify agricultural practices and technologies that will reduce women's time, financial, and labor constraints.
		Support programs that promote financial services designed for women farmers and traders.
		Foster equitable participation in producer associations and support women's participation in a diversity of association leadership roles.
		Design interventions to address the vulnerability of men and women agricultural wage workers.
		Engage women traders (<i>Market Queens</i>) in upgrading the quantity and quality of produce marketed.
Agriculture and Nutrition Programs	Improve the resiliency of rural populations and ensure equitable access to diverse quality food.	Design agricultural programs to build and protect women's and men's access to productive assets (e.g., land and other natural resources, equipment).
		Identify market opportunities for women (or women's groups) to add value to processing.
		Identify market opportunities for income security activities that can be managed and controlled by women.
		Support the implementation of approaches that improve household budgeting practices
		Improve participation of women in a diversity of association leadership roles.
		Foster equitable participation decision-making processes related to community-level solutions to food and nutrition challenges.
		Engage Queen Mothers in community-level actions to improve food security.
		Work with MOFA's WIAD on agriculture-nutrition activities.

Ghana Core Investment Areas		Illustrative Actions to Promote Gender Equitable Agricultural Growth and Nutrition Programming
Nutrition Programs	Engage men and women in improving nutrition of all household members.	Target all adults, including men, in national campaigns to improve feeding practices.
		Design behavior change activities to improve household nutrition through better allocation of household income.
		Design programs to improve women's nutritional knowledge and practices.
		Design activities to improve equitable distribution of quality foods to boys and girls.
Improving USAID Capacity, Management and Leadership	Strengthen the capacity and confidence of USAID/Ghana to lead gender-sensitive agriculture and nutrition programs.	Conduct a gender assessment of USAID/Ghana.
		Provide training to USAID/Ghana on gender, value chains, and food security.
		Encourage sharing of best practices among donors on how to address gender issues in the agriculture through the Agriculture Sector Working Group.
		Invest in gender assessments to inform the design of new programs.
		Build requirements for gender integration into new assistance and acquisition requests (e.g., contract, grant and cooperative agreement).
Monitoring & Evaluation	Improve knowledge of the performance of Mission's investments in supporting women and reducing gender inequalities.	Require baseline surveys that collect sex-disaggregated information.
		Require programs to collect sex-disaggregated data and report on gender differences in key performance indicators at output, outcome and impact levels.
		Engage new monitoring and evaluation support programs to monitor progress or reversals of program impacts on men and women, conduct gender analysis and evaluate how USG investments have affected men and women differently. Specific gender-related research may be requested; for example, monitoring the impact of commercial agricultural development on the nutrition of different members of households.
		Provide support to the 2011 Ghana Agricultural Production Survey on collecting and analyzing sex-disaggregated data.

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